

Suit-Quotes

Summer 2022

In Memory of Mike Guerin

1952 - 2022

A Message from the Chairman & CEO Frank H Suits Jr.



I would be remiss if I did not start by saying how much I miss Mike Guerin, my friend and business partner, and what a loss his passing has been. Mike and I met in 1976 – he saw the best in people and never met an enemy. Mike was an expert on the practical use of asphalt emulsions and emulsion facility design. In 1998, Mike and I began the decade-long journey to develop asphalt supply channels from the west. Without this strategic decision, Suit-Kote would not be the company it is today. I will forever be grateful for all the years that he gave to Suit-Kote, and I will especially miss the little things like our breakfast meetings on Saturday mornings.

Pivoting to Suit-Kote, across all divisions we are swamped right now. This time of year is incredibly busy, and I am sure some of you are starting to feel fatigued. More than ever, please do not get too comfortable to the point that safety becomes compromised.

Unparalleled demand will continue for the remainder of the season but only because of the extra funding from different levels of government. However, while business activity is up across all divisions so are costs. Just like many of us are making more conservative decisions with spending habits and getting the most out of what we purchase, I ask that you have the same vigilance with company resources. Every bit helps, and it does add up.

It took a great deal of trial and error over the last five years to get to where we are today. Other than a handful of openings at various management levels, the executive team feels optimistic about where we are headed and confident in our organizational structure. It is our focus to bring security and clarity to our employees as I realize we have thrown a lot at everyone in recent years. Thank you for your continued cooperation.

I hope everyone has a nice rest of the summer. Let's finish this season out safe and strong!



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Remembering Mike Guerin

Goodness is about character, integrity, kindness, honesty, generosity, moral courage, and the way we treat other people. Mike Guerin embodied goodness. Michael N. Guerin passed away April 23, 2022. Mike has left an indelible mark on the lives of those he touched both personally and professionally.

Suit-Kote and the Suits family will forever be grateful for the many contributions and sacrifices Mike made to better Suit-Kote. To Mike's wife, Lori, and their daughter, Teddy, we thank you for sharing Mike with us for all of these years. Instead of writing a long article from senior management's perspective, we thought it was most fitting that we reach out to our employees so that we could all enjoy a wide range of views, thoughts, and memories about our friend, Mike.



- I fondly remember the Sunday morning phone conversations between Mike and Frank, which marked the start to every busy week in our home. Often on speaker, Mike and Frank would discuss Argus, the market, supply strategies, the price of oil, synergies, and Suit-Kote business. You could count on an occasional diversion to talk about Purdue or other non-work-related topics, and the calls always included at least one good roar of laughter from Mike. His commitment to Suit-Kote was steadfast. His love for people and the industry was undeniable. It is with gratitude that I remember Mike's handprints in our lives. As Mae West once said, "you only live once, but if you do it right, once is enough." Mike lived his life right. -Theresa Suits
- I met Mike in Lafayette, IN, when I was fourteen while visiting Frank Jr. at Purdue University. There are so many memories that I could talk about but two that stick out are Mike helping Kevin Hurd and myself rebuild an emulsion mill in 1992 at Jamestown all night long because we had to be up and making emulsion the next day. The second was we were driving on the Thruway one night and told each other, "Let's not forget to fill up with gas." Guess what we forgot! We both got talking about emulsion and cold mix designs and ran out of gas at 11 p.m. headed east on the NYS Thruway. Mike was a wonderful and special person to me in many ways. -Paul Suits

- A few of my favorite "Mike-isms" were his spreadsheets with thirty-five different colored columns, sending spreadsheets back and forth and by the time we had a finished project we would be on version seventy, and how he would put multiple exclamation points at the end of almost every sentence. In early 2020, he was in Indiana and came over to my house to have dinner and drinks with me and my husband, Jim. We all had an old fashioned, some cognac (his favorite), and had plenty of laughter over his Purdue and Indiana days. It was a night I will always cherish. -Emily Kissel
- A favorite memory with Mike was our Chinese lunches. We would always order a #36 and #39. Mike would laugh and say it was our waistlines. We would discuss a host of business issues which really helped me understand our business better. -Tom Whipple
- Very few times in your life will you meet someone who will impact your life and forever leave an impression. Mike was one of those people. His outgoing personality and booming laugh would fill a room. His drive and knowledge were immeasurable, and yet he always remained extremely humble. His unwavering encouragement and support challenged me to be more in life. His amazing patience and a contagious positive outlook made me believe anything was achievable by "grinding" through it. Mike was an amazing mentor and, most of all, I am extremely lucky to have been able to call him one of my closest friends. -Ashli Baden

- He always explained why he needed me to create a spreadsheet for him, which we all know he had some huge spreadsheets, but from a payroll perspective he tried to be fair to every employee. I was amazed at the different hats he had in his younger years. He told me stories of being a bartender, racecar owner/driver, mechanic, etc. -Bonnie Pitman
- PROFESSIONAL - The best of the best! Mike was the solution to any problem. He always had a positive outlook on everything & everyone he came across. RIP my friend! -Don McEvoy
- When talking with Mike about what was troubling me his response was always "Al, it will be okay" and always ending with a giddy laugh. Something about his response was always calming. -Al Paquin
- Mike would often share his go-kart racing experiences about how after working all week he and a buddy would drive all Friday night from Indianapolis to a track in Florida or some other state. On one of their trips, they had picked up a hitchhiker along the way. It was Mike's buddy's turn to drive while Mike slept...when Mike woke up, he realized that his buddy was sleeping in the passenger seat and the hitchhiker was driving... Mike's car. After dropping the hitchhiker off, Mike asked the obvious question as to why the hitchhiker was driving. His buddy replied, "Well, I was tired, you were sleeping, and he seemed like a good guy." Of course, the laughter ensued. -Scott Harris
- It is truly rare when a person like Mike Guerin comes along. Someone who sees the best in people and opportunity well before others and you, yourself, see it. He was truly a driving force and "energizer bunny." It is this influence that helped propel Suit-Kote, its people, structure, and business results to the levels we see today and will see for some time to come. The greatest gift someone can give is to leave something far better after they leave than it was before. Mike gave us this gift. -Frank Cawkell
- Several of our competitors have pulled me aside and gave their condolence and said Mike was their go-to-guy for many issues. Oil, asphalt, no matter what - he was willing to teach and direct. To several he was their mentor. -Mark Swope
- For such a hardworking person that had a million things going on at a time, Mike would always make time to say hello and share a laugh. He had an infectious laugh that could turn your day around. He was a great man, and he will be greatly missed. -Brian Pepper
- He may have been the most knowledgeable person as it pertained to asphalt location and supply in North America. Past that, a genuine gentleman who gave his all in everything he did to better Suit-Kote and the employees. Employee of the year every year!! -Dan Dervay

- Mike Guerin to me was a one-of-a-kind gentle soul that when you engaged in conversation with him, he genuinely listened and cared about what you had to say. My favorite memory of Mike will always be his amazing laugh that carried throughout our office, and you could not help but to laugh along with him every time. -Rose Bush
- Mike Guerin was a walking book of knowledge. I learned so much from him including his "projects" consisting of continuous spreadsheets. Mike's hearty laugh was infectious, a laugh no one will forget. After waiting days for a meeting, he wouldn't show up on time. Then, you would finally hear his laugh - you'd know he is in the building but still wouldn't be able to find him. When you finally saw him in passing, he would say, "I haven't forgotten. I'll stop by later." He was always a humorous, caring, and respectful friend. Rest in peace, Mike. -Eden Avery
- Mike was one of the most amazing and dedicated people I have ever had the pleasure to meet. I always admired his positive attitude about people, work, and life. His passion to see Suit-Kote grow to where it is today was well known by anyone that had the opportunity to work with him. This is probably going to be a common theme, but his laugh was unmistakable. -Tom Schumacher
- Back in the late 1990s, Mike asked me to have dinner with him and a guy from a refinery out west. I responded that I had little kids and needed to be home early plus had to work next day. He assured me that he would have me home early...I returned home at 4 a.m. -Debbie Gates



Birth Announcement



On April 11th, 2022, Brian and Meghan Pepper welcomed their daughter, Madison Jane, into the world. Madison weighed 7 pounds, 2 ounces. Big brothers, Brayden & Bennett, as well as mom and dad, are in love with the newest addition!

Welcome, Bret!

Bret recently joined Suit-Kote as our Plant Operations Manager at Polkville. He has an abundance of experience in this industry in both plant operations and sales. Originally from Michigan, Bret most recently lived in Colorado and relocated to the Cortland area with his seventeen-year-old son, Keegan. As a Michigan native, he is a die-hard Michigan Wolverines fan (let's not hold that against him!). Looking forward to this next chapter in his life and career, Bret is enjoying his time with Suit-Kote and is happily taking in all that the landscape has to offer in Upstate New York.

Debbie Gates

For just over forty years, we were fortunate enough to have Debbie Gates as an employee. Knowing Debbie, she will want this to be brief. There are not enough words to describe what a wonderful,

hardworking, and thoughtful person she is. We wish Debbie the best in her retirement and know that she will soak up every moment with her husband, Scott, children, Christy and Michael, and beautiful granddaughters, Sofia and Maeve.

Penny Bain

In May of 1984, Penny became the General Manager of Northern Asphalt when Suit-Kote purchased Upstate Tar & Asphalt. The following year we built an asphalt emulsion mill and then, with Penny's leadership and Suit-Kote's technology, the business built a foundation of excellence and long-term dependability for our customers. Penny and her son, Trever, have faced a lot of adversity over the years, and it is said "what doesn't kill you makes you stronger." Well, Suit-Kote Watertown is excelling – just last year we built a brand-new facility in Watertown to complement Oneonta and Oriskany long into the future. On behalf of all the Suits family you have worked with over the years, thank you for your dedication and loyalty, Penny. All the best to you and Dave.

Neal Hines

Neal "Jigger" Hines started his career in April of 1970 in Polkville as the quarry was in its second season. He had a few different roles until he became a loader operator where he stayed until his retirement in December of 2021. During Jigger's time at Suit-Kote, he made many friends along the way and always treated his machine like it was his own. One can only imagine how many tons of material he loaded out of the quarry. Jigger maintained the berms around the quarry and always had an eye on his surroundings. He had to move many piles around the quarry when the footprint would get tighter, and he always made the correct moves to tidy the quarry up. He was dedicated to safety and made certain any hazards were mitigated. We will miss his reliability, knowledge of the quarry, and his work ethic. Enjoy retirement, Jigger, and thank you for your many years of service!

Tim McCracken

On May 13th, 2022, Tim McCracken retired from a thirty-one-year career here at Suit-Kote. Tim, a Marine veteran, worked his entire Suit-Kote career with the Metro-Micro division. Throughout Tim's career he worked at every position of a micro-slurry crew, and he was a go-to-guy for field and equipment questions. Tim's career included

being part of the Suit-Kote team that introduced Micro-Surfacing to Canada's Ministry of Transportation on the Highway 141 Micro-Surfacing demonstration project in 1991 and then seeing the successful completion of the first NYS Thruway Micro-Surfacing project. In his management role, he liked to share his experience and depth of knowledge with newer crew members to help them understand, learn, and embrace the art and craftsmanship of Micro-Surfacing and Slurry Seal. Tim's retirement plans include working on projects around the house and spending time in Port Charlotte, FL, during the winter months. Tim, we thank you for your thirty-one years of dedication to Suit-Kote and your coworkers. Congratulations and enjoy!

Alan Crichton



Suit-Kote would like to congratulate Alan Crichton on his retirement in April of 2022. Alan retired after a very successful forty-five-year employment with Suit-Kote. During his time at SK, Alan wore many hats for the company including positions within the Rochester/Caledonia Mill, Driver, Paver Operator, and one of SK's most experienced Chipper Operators. Alan was always willing to help, teach, and share his wealth of knowledge with all that worked with him. His experience and strive for perfection made him the operator of choice for many customers. Thank you for all your hard work and dedication, Alan, and may you be blessed in your retirement!

Ben Field

Ben began working at Suit-Kote in May of 2000. He started out as a laborer for Cold In-Place Recycling. He then moved into a water truck position and finally to Paver Operator. Ben was very committed to his job and very reliable. He took great pride in the work we did – wanting to show the competitors how it is supposed to be done. Ben always made people laugh and had fun at work. Suit-Kote will miss him but wants to wish him good luck and good health for the next chapter of his life. Enjoy retirement, Ben.

Ronald "Ron" Rambo Sr.

Ron passed away suddenly on January 16th, 2022, at the age of sixty-two. He is survived by his wife, Sue, their three sons, and many loving family members and friends. He was looking forward to the birth of his first grandchild that was born in April of 2022.

He was a great coworker and friend who was always willing to do anything he was asked whether it was working on a piece of equipment, driving a truck, running a distributor, running loaders, and more – he did it all! He was a very knowledgeable person and was always happy and positive. Ron will be dearly missed by all that knew him.



Escalation Explained by Mike Nolan

Cortland Terminal Fire & Rebuild

If you have spent a little time in our industry, you have likely heard the word 'escalation' used when referring to product pricing. Escalation (when the price of liquid asphalt goes up, the price paid by the customer increases) and De-Escalation (when the price of liquid asphalt goes down, the price paid by the customer decreases) are adjustments to product pricing based upon the changes in the cost of liquid asphalt. These adjustments help ensure that the price paid by a customer is more reflective of a vendor's cost to purchase liquid asphalt when the work is being done as opposed to the price of liquid asphalt at an earlier date when the job was bid. In the current inflationary environment, the cost of asphalt has increased at a much higher rate than normal which is leading to cost escalation for Suit-Kote and other producers and a corresponding price escalation for customers. Because different products contain different amounts of asphalt, they escalate at different rates. Since Suit-Kote provides a comprehensive range of products, we can offer our customers a wide variety of options that can minimize the effects of escalation. Recently, we put together a table to share with our customers that outlines the impact of escalation on some of the products we offer to help our customers make an informed choice. For reference, we have enclosed the table below showing the incremental escalated cost for a mile worth of the various products we offer. With this in hand, we can have value-added and consultative conversations with our customers to help them maximize the value of their spending and make well-informed decisions.



Escalation Reference Chart - Additional Cost per Mile								
Escalation Above Bid Index	Hot Mix Binder Course at 2"	Hot Mix Surface Course at 1.5"	Dense Grade Cold Mix at 2"	CIPR at 4"	Surface Treat @ 0.4 gal / SY	1 ST @ 0.4 gal/SY w/ Fog & Sand	Micro-Surfacing	Slurry Seal
\$10	\$761	\$697	\$420	\$512	\$130	\$150	\$189	\$109
\$20	\$1,523	\$1,394	\$841	\$1,023	\$260	\$300	\$378	\$217
\$30	\$2,284	\$2,091	\$1,261	\$1,535	\$389	\$450	\$567	\$326
\$40	\$3,046	\$2,788	\$1,681	\$2,047	\$519	\$600	\$756	\$435
\$50	\$3,807	\$3,485	\$2,102	\$2,558	\$649	\$749	\$945	\$543
\$60	\$4,569	\$4,182	\$2,522	\$3,070	\$779	\$899	\$1,133	\$652
\$70	\$5,330	\$4,879	\$2,942	\$3,582	\$909	\$1,049	\$1,322	\$761
\$80	\$6,092	\$5,576	\$3,362	\$4,093	\$1,039	\$1,199	\$1,511	\$870
\$90	\$6,853	\$6,273	\$3,783	\$4,605	\$1,168	\$1,349	\$1,700	\$978
\$100	\$7,615	\$6,970	\$4,203	\$5,117	\$1,298	\$1,499	\$1,889	\$1,087
\$110	\$8,376	\$7,667	\$4,623	\$5,628	\$1,428	\$1,649	\$2,078	\$1,196
\$120	\$9,138	\$8,364	\$5,044	\$6,140	\$1,558	\$1,799	\$2,267	\$1,304
\$130	\$9,899	\$9,060	\$5,464	\$6,652	\$1,688	\$1,949	\$2,456	\$1,413
\$140	\$10,661	\$9,757	\$5,884	\$7,163	\$1,817	\$2,098	\$2,645	\$1,522
\$150	\$11,422	\$10,454	\$6,305	\$7,675	\$1,947	\$2,248	\$2,834	\$1,630
\$160	\$12,184	\$11,151	\$6,725	\$8,187	\$2,077	\$2,398	\$3,023	\$1,739
\$170	\$12,945	\$11,848	\$7,145	\$8,698	\$2,207	\$2,548	\$3,211	\$1,848
\$180	\$13,707	\$12,545	\$7,565	\$9,210	\$2,337	\$2,698	\$3,400	\$1,956
\$190	\$14,468	\$13,242	\$7,986	\$9,722	\$2,466	\$2,848	\$3,589	\$2,065
\$200	\$15,230	\$13,939	\$8,406	\$10,233	\$2,596	\$2,998	\$3,778	\$2,174
\$210	\$15,991	\$14,636	\$8,826	\$10,745	\$2,726	\$3,148	\$3,967	\$2,283
\$220	\$16,753	\$15,333	\$9,247	\$11,257	\$2,856	\$3,298	\$4,156	\$2,391
\$230	\$17,514	\$16,030	\$9,667	\$11,768	\$2,986	\$3,447	\$4,345	\$2,500
\$240	\$18,276	\$16,727	\$10,087	\$12,280	\$3,116	\$3,597	\$4,534	\$2,609
\$250	\$19,037	\$17,424	\$10,508	\$12,792	\$3,245	\$3,747	\$4,723	\$2,717
\$260	\$19,799	\$18,121	\$10,928	\$13,304	\$3,375	\$3,897	\$4,912	\$2,826
\$270	\$20,560	\$18,818	\$11,348	\$13,815	\$3,505	\$4,047	\$5,100	\$2,935
\$280	\$21,322	\$19,515	\$11,768	\$14,327	\$3,635	\$4,197	\$5,289	\$3,043
\$290	\$22,083	\$20,212	\$12,189	\$14,839	\$3,765	\$4,347	\$5,478	\$3,152
\$300	\$22,845	\$20,909	\$12,609	\$15,350	\$3,894	\$4,497	\$5,667	\$3,261
\$310	\$23,606	\$21,606	\$13,029	\$15,862	\$4,024	\$4,646	\$5,856	\$3,369
\$320	\$24,368	\$22,303	\$13,450	\$16,374	\$4,154	\$4,796	\$6,045	\$3,478
\$330	\$25,129	\$23,000	\$13,870	\$16,885	\$4,284	\$4,946	\$6,234	\$3,587
\$340	\$25,891	\$23,697	\$14,290	\$17,397	\$4,414	\$5,096	\$6,423	\$3,696
\$350	\$26,652	\$24,394	\$14,711	\$17,909	\$4,544	\$5,246	\$6,612	\$3,804

NYS DOT Asphalt Index - <https://www.dot.ny.gov/main/business-center/contractors/construction-division/fuel-asphalt-steel-price-adjustments>

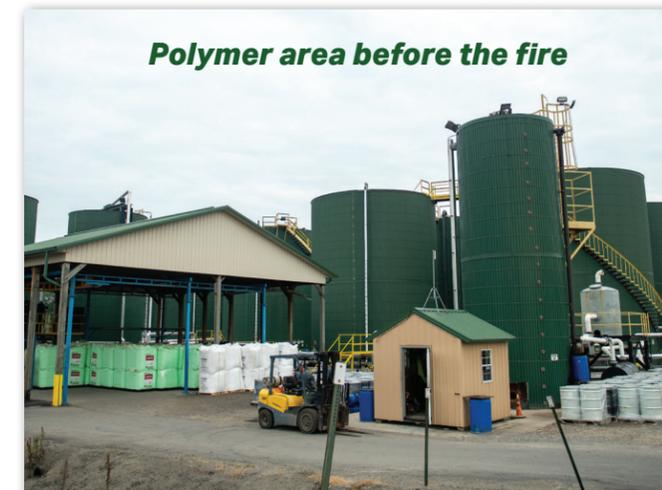


February 16th, 2022, was the day of the fire at the Cortland Terminal. Fortunately, no one was injured, and due to the quick and strong response from several local fire agencies, the damage was contained to the Polymer Mill area. We are grateful for these agencies for their service to Suit-Kote and our communities. All told, the damage to the Polymer area required the replacement and rebuilding of several significant components, including our mills, pumps, piping, valves, electrical, and a myriad of related equipment.

Knowing that the season was fast approaching and that our internal and external customers were relying on our ability to provide high-quality Polymer Modified asphalts, our teams sprang into action. Site cleanup started on February 17th and so did the planning and design process for rebuilding along with an interim plan to ensure a reliable and uninterrupted supply for our customers during the rebuilding process.

In any year, the construction of a new polymer mill system would be a long and complex project. When accounting for the additional challenges presented by the global supply chain crisis and the specialized nature of our equipment, the rebuilding task was made significantly more difficult. Instead of being handcuffed to any one idea or technology, our teams started thinking outside the box, exploring new technology, pump manufacturers, processes, and suppliers. Very quickly, we had a plan to rebuild the mill system and clean, re-insulate, and inspect our tanks and other equipment. Several tradespeople worked on-site with focus, coordination, and a sense of urgency.

Thanks to the exceptional effort, teamwork, and communication across our teams and external partners, the new mill system was commissioned on May 19th, just thirteen weeks after the fire, and our customers remained supplied during the construction. This monumental achievement is a testament to the hard work, resourcefulness, and dedication of our colleagues and the strength and size of Suit-Kote. This group effort will contribute to our continued success well into the future. Please join us in thanking all involved, including our teams in the Terminals, Maintenance, Resale, Tech Services, Procurement, Transport, Equipment, Safety/Environmental, and Accounting groups as well as AllFab, Rydbom Electric, and our other third-party partners.



Polymer area before the fire



Polymer area after the fire and rebuild was finished

Capital Expenditures & Other Updates

* Capex Updates

During the off-season, Suit-Kote made significant capital investments in our Mills. At the Cortland Mill we removed tanks that were at the end of their life cycle and installed (2) 80k gallon and (2) 40k gallon emulsion tanks. In Buffalo we added a new 40k gallon asphalt tank (after adding (2) 40k gallon tanks in 2020) and upgraded miscellaneous plumbing. Finally, in Jamestown we repaired several tank bottoms and our Construction division handled improving the drainage around the tanks to redirect the flow of water away from the containment area. These projects were a collaborative effort which required support across a number of teams within Suit-Kote to manage and support planning, evaluate bid proposals, permitting, environmental compliance, and manage onsite contractors. Despite supply chain issues and other market variables, these projects stayed relatively close to schedule and budget.



Construction at the Cortland Mill



New emulsion tanks in Buffalo, NY

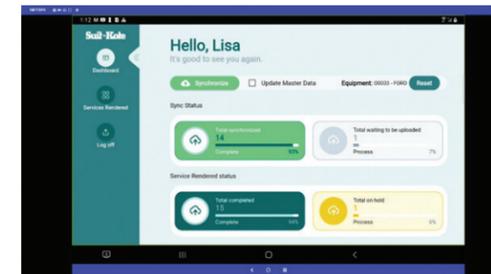
* Fuel Facs

As a replacement to the old Seltec system, we have a new loading and ticketing system at our Cortland, Tonawanda, and Franklin (Canada) terminals. Fuel Facs is an industry-leading terminal management system that supports order taking, load rack load-out controls, ticketing, and the transfer of shipping information to Acumatica for invoicing. The upgraded systems are streamlining billing and inventory as well as bringing standardization to all three terminals. Thank you to everyone who contributed to the installation. While we are diligently working through some final configurations and adjustments, we are confident that this system will support us well into the future.

* Suit-Kote Website Gets an Upgrade by Emily Kissel

The redesign of the Suit-Kote website has been a long time in the making. In addition to plenty of new and updated content, there is no shortage of new photos and videos, more in-depth information on our products, services, and locations, and a career page for prospective employees. We are proud of the result and thankful for all the help along the way. Internally, many employees contributed in some fashion for which I am grateful. Externally, both Eva Havle and Jonathan Meyerhoff from IMM were instrumental in completing the website and were extremely knowledgeable and patient throughout the process. In addition, we had six different photographers due to our many locations. A special thank you to Christina Wall, Dana Merkur, Dave Burbank, Rachel Phillipson, Bre Palumbo, and Candi Benek – you all did a fantastic job and are great at what you do. Please head to www.suit-kote.com to check it out!

* Mobile Services Rendered Tickets



After Acumatica went live in April of 2021, we began working on a mobile services rendered app that was completed in the 2021/2022 off-season. This project, led by Lisa Austin, went through several design and testing phases to arrive at a product that met the needs of the company and users. The goal was to keep it simple and easy-to-use. This spring, the apps were downloaded to existing and new tablets and went live company-wide. We were able to conduct several training sessions with the managers, administrators, and process managers who in turn trained their employees.

Shortly after the launch in April of 2022, several customers expressed that they preferred receiving the tickets via email and the speed at which their invoice was received. Thank you to everyone involved with making this project a big success!

Creating this new process has several benefits:

- Allows for increased data accuracy in the system — assisting the reporting and tracking of production rates, equipment, and hours
- Supports accurate and fast invoicing to customers
- Allows for the tickets to upload to Acumatica the same day versus waiting days or weeks for hard copies to be manually entered into the system
- Functionality with or without internet service, synchronizing when connected to the network

* Safety/Leadership Training

This spring, we took a “hybrid approach” to Annual Employee Training. This consisted of a half-day of in-person training and a half-day of online training. Some employees required additional training sessions such as ATSSA (flagger), OSHA 10-Hour, CPR/First Aid, and MSHA Training. Many employees favorably viewed this combination of in-person and online training. After conducting online training last year, it was obvious that the interactive content was well-liked. However, the operating system was flawed. For this reason, Suit-Kote changed its learning management system (LMS) to Schoox. We purchased a three-year subscription, so this LMS will be in place the next few seasons and possibly longer. Overall, Schoox was user-friendly and operated much smoother. Each year, the curriculum for your division will become more specific to what you do.

Between the in-person and online training sessions, we had the highest completion and attendance percentage ever for the company thanks in part to the support of the Suit-Kote Management Team. We greatly appreciate everyone being open to this new hybrid training. We are always looking for ways to improve so please feel free to reach out to your supervisor or the Safety Department to give us your feedback!

In the category of “something new,” Suit-Kote significantly changed the “Supervisor Training” this season, as well. While all supervisors and managers attended Safety Training with their divisions, supervisors and managers received further education this year in conflict resolution, emotional intelligence, career development, and corporate culture. By all accounts, this was well-received. The leadership team looks forward to providing more of these valuable development activities in the future.

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