

# Suit-Quotes

Winter 2023



In Memory of Frank H. Suits Sr.

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



As 2023 rapidly comes to a close, I have thought about all that has happened this year as well as the uncertainty of all there is to come in 2024. First, I want to talk about the death of my father, Frank H. Suits Sr. My dad loved Suit-Kote and was so proud of the business that he retired from in the late 1990s. In the final months before his death, I spent a lot of time with him, and it always brought him joy when we spoke about the different projects Suit-Kote was involved in or what was happening in the industry. There are still so many signs of my dad at Suit-Kote and the values that he possessed. It meant so much to me and my siblings, Paul and Elaine, and our families to see how many people from Suit-Kote and the

industry reached out or attended his services upon his passing. He would have been humbled and honored to see the turnout and hear all the kind words everyone had to say.

For the last decade-plus we were in a period of rapid growth at Suit-Kote with well over \$100 million in capital expenditures and investment into the business. As we wrap up our two new 14,500-ton tanks at the Cortland Terminal, we are headed into a new chapter at Suit-Kote. Not one of the facilities of our 102-year-old company have gone untouched, and we are well-positioned in the marketplace to be able to maximize all the investments in Suit-Kote's facilities and equipment. Going forward, we will be more selective and will not have the annual CapEx budgets that we have become accustomed to. This comes at a good time given geopolitical tension especially in parts of the world which have a major impact on the price of crude oil and thus asphalt. Furthermore, we must be cautious and guarded given the national and state economies and their respective budgets.

On a brighter note, I always enjoy reflecting upon the people and growth at Suit-Kote. I have witnessed a shift in the last few years in the sense of community at Suit-Kote, particularly as it pertains to divisions helping and supporting each other. We have gone through various organizational changes with an emphasis on personnel development, and we ultimately have grown more united as a company. Thank you to everyone supporting and embracing these changes as they have and will continue to be imperative to the strength and growth of Suit-Kote.

# A Message from President Mike Nolan



The end of each construction season is a great time to catch our breath, give thanks for the opportunity entrusted to us to improve our local infrastructure, and reflect on our performance.

As we conclude our 2023 season, I feel tremendous pride in the positive impact Suit-Kote has on our communities and an equal amount of pride in our focus on continuous improvement inside of our company.

The jobs completed by our crews across New York and Pennsylvania represented tremendous skill, effort, and customer focus, with Suit-Kote crews completing projects on everything from unpaved roads to major interstates

utilizing a wide variety of products and processes.

These efforts are made all the more satisfying by the countless compliments heard from local residents and other stakeholders. These positive messages run the gamut from recognition of courteous and polite road crews to gratitude for providing quality workmanship on a roadway. This well-rounded and positive feedback culminated this fall when Suit-Kote was recognized with the New York Construction Materials Association Showcase Award for our work to mill and resurface 13.6 miles of I-81 south of the Cortland and Broome County lines. This award is a fitting representation of the workmanship and pride on display across the company.

Inside the company, 2023 also saw continued focus on efficiency, productivity, cost control, and employee retention in all departments. Our efforts to provide a strong setting for engagement at all levels continues to bear fruit. We will keep striving to be an employer of choice in culture, benefits, training, leadership, and communication.

As we head into our off-season planning and preparation, I wish to extend a heartfelt thank you to all of our employees, customers, and vendors for your contributions to making 2023 another successful season.

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**Photo submission by:**  
Chris Mackey,  
Grinder Operator out of  
Cortland, NY

# Annual Overview

The Suit-Kote Sales & Marketing team did a great job securing a full season of work for our operational teams across our markets and product lines. Market volumes were also generally higher for the season due to lower inflationary pressures on liquid asphalt escalation.

Our operational and sales teams worked diligently to share resources and coordinate across divisions to efficiently provide a high volume of work with uncompromising quality and customer service. Some notable projects this year included a large Micro-Surfacing project on the New York State Thruway near Hamburg which included 7,500 tons of micro-surfacing product over forty-two lane miles from Hamburg to Silver Creek over the course of eighteen days. A similar sized project was completed on US Route 15 north of Williamsport, PA, and further showcased the versatility of this product in high-traffic applications. The year also saw the completion of our two-year milling and paving job on I-81 south of the Cortland County line.



Our Cold-in-Place Recycling teams were able to provide yet another year of quality cost-saving pavement recycling to our valued Suit-Kote customers. The Suit-Kote Grinding team was excited to put a new Astec full lane milling machine into service this year which furthers our efficiency and productivity. Our LA Surface Treating teams continued delivering successful projects across NY, PA, and Ohio in 2023 despite the curve balls that this season's weather threw our way. Our Cold Mix paving teams did an exceptional job this year by increasing volumes in many markets. The Crack Seal crews continue to get the job done across NY & PA. This group was out early across our area doing plenty of crack seal work ahead of the Micro and Slurry crews as well as serving our customers for their routine preventative maintenance programs. In addition, PENNDOT volumes increased this season requiring significant coordination between our dispatchers, mills, and resale divisions to ensure ample supply across the state.

All of the above efforts were supported by teams at our Terminals, Mills, and Polkville where all of these products which are either laid down or sold originate. Of course, none of these efforts would be possible without the support of our labs, traffic control, equipment, shop, maintenance, transport, lowbed, dispatch, HR, back office, and safety teams whose tremendous efforts are very much appreciated.

There is not enough space to highlight all the great work completed by all of our teams whose efforts do not go unnoticed and are greatly appreciated.



# CapEx Update & Geotab

## Suit-Kote's 2023 CapEx Program

As mentioned in the Summer issue of Suit-Quotes, this year the company executed one of its largest CapEx programs ever. 2023's CapEx investment is in line with over a decade of substantial reinvestment in the company's facilities and equipment which saw major improvements in all of Suit-Kote's sites and fleet. These investments reflect the continued strong commitment to the long-term future of our 102-year-old company.

The largest 2023 investment was made at our Cortland Asphalt Terminal where we are completing the construction of two new asphalt tanks which will add a combined 29,000 tons of capacity. After completing our heat system upgrade in 2022, our new tanks will allow for improved efficiency, customer service, and product availability. The project was started in early spring with our construction division executing the grading and foundation installation and allowing for installation of tanks and related infrastructure. Thank you to our construction and maintenance teams and third party partners for their support on this significant project.

Looking to 2024, the company continues to make investments into facilities and equipment, finishing facility upgrades, purchasing testing equipment for our labs, adding tanks and automation upgrades to our mills, and taking delivery of a wide range of equipment from a new Micro-Surfacing unit and Cold-in-Place Recycling mill to a number of trucks, trailers, and loaders.

## Geotab

Three years ago, in response to changes in the Federal Motor Carrier Safety Administration laws, Suit-Kote outfitted our fleet with Electronic Logging Devices (ELDs) to log driver hours. These units eliminated the need for paper logs and provided added functionality for vehicle inspections, geo-locating, and tax reporting which eliminated a significant amount of paper-based processes throughout the company.

Three years into this new process, we found that we wanted even more functionality, flexibility, and user-friendly features in the system. After a comprehensive search and great feedback from an extensive demo this year, Geotab was selected to partner with Suit-Kote. New Geotab devices will be installed in our fleet over the winter to replace our existing system in time for spring. Geotab offers an enhanced user experience for our drivers, GPS location services for our crews and dispatch, equipment utilization tracking, NY-based tech support, and a very flexible reporting tool. Feedback from the field has been overwhelmingly positive.

Also, Suit-Kote will be installing Lytx in-cab camera systems. Lytx was put through its own demo this season and quickly proved its worth by recording an event where one of Suit-Kote's professional drivers avoided an accident when a passenger car aggressively cut him off while entering an onramp. Being able to review and record events limits our liability and is in line with our safety culture.

We would like to thank Joe Perrone, Paige Howell, and our teams in the field for their support in selecting these exciting new systems.

# Preventative Maintenance

Preventative Maintenance consists of planned activities to extend pavement life which are currently in good condition. Sealing the road surface to prevent water infiltration and slow down oxidation/aging is critical. This is the exact opportunity that arose on Morgan Road in Onondaga County. The County had a section of road paved with hot mix only two years ago. Suit-Kote performed 13,100 SY of Micro-Surfacing on this section of road. Representatives from NYSDOT, County legislature, and local town & village highway departments were in attendance to observe the process and hear about early preventative maintenance. This was a perfect Micro-Surfacing candidate, and we are excited to see how many years of service life this section of road will gain.



This summer, the Suit-Kote Micro Division also completed a very high-profile and successful project for the New York State Thruway in western NY. Our crew placed 7,500 tons of Micro over a stretch of forty-two lane miles in both east/west bound directions from the Hamburg exit towards the Silver Creek exit. Suit-Kote subcontracted with Edbauer Construction to perform the Micro-Surfacing work that consisted of 194,000 gallons of micro emulsion and 20,000 gallons of trackless tack over the course of eighteen days. The NYS Thruway identified a very strong candidate that will see the benefits of a Micro-Surface for years to come. Congratulations and a big thank you to all the parties involved for a well-organized, planned, and executed project!



## Project Spotlight

The Town of Geddes (Onondaga County) Highway Superintendent Paul Trovato was interested in the reconstruction of Fay Road for the last few years. The town worked with Assemblyman William Magnarelli to help secure funding for this project. Suit-Kote milled the existing road and then paved it with nearly 4,200 tons of 12.5mm Hot Mix Asphalt. The Suit-Kote crew did an incredible job and were very efficient in completing this project in a span of only four days. This project was a perfect example of government and the private sector working closely together to deliver an exceptional product to benefit the local taxpayer.



# Around the Company

## Birth Announcements

**Elliott Ray Douty** was born September 7th, 2023, weighing 5 lb 12 oz. She is the first grandchild of Joe and Amy Perrone.



**Vivian Grace Kissel** was born August 22nd, 2023, weighing 9 lb 7 oz and 21.5" long. She is the fourth child of Emily and Jim Kissel and the sixth grandchild of Frank and Theresa Suits.



Jared and Amanda Jack welcomed their daughter, **Avery**.

Austin Cowen and Raven Brooke welcomed their son, **Waylon Lukas Cowen**, on September 3rd, 2023.

Cody Lange and Katie Clark welcomed **Taylor Robin Lange** on October 13th, 2023.

Cory Ziebart and Somer Osborne welcomed their son, **Jackson Martin Ziebart**, on May 2nd, 2023.

**Carter James Walker** was born November 9th, 2023, to James and Hayley Walker weighing 6 lb 9.6 oz and 20" long. James is a Chipper Operator out of Caledonia.



**Kiera Rae Guthier** was born on August 11th, 2023, weighing 6 lb 15 oz and 19" long. She is the first child of Tom Guthier and his fiancée, Alyssa Poole.



**Carson Thomas Shope** was born on August 23rd, 2023, weighing 7 lb 5 oz and 20" long. He is the first grandchild of Kevin and Gretchen Smith.



## Retirements

### Mike Kehl

Mike joined Suit-Kote in January 2003. Prior to Suit-Kote, he worked in the Town of Sheldon's Highway Department and eventually became the Town of Sheldon's Highway Superintendent. Seeing the benefit to his community of proper road maintenance, Mike spent time researching and learning which processes were best suited for the Town of Sheldon's roads. Mike has represented Suit-Kote in Wyoming and Erie counties. Since 2009, Mike's primary focus has been within Erie County. Like his early days, Mike became a part of the Erie County highway community fabric. We congratulate Mike on a great career and thank him for his commitment to Suit-Kote, the industry, and the communities that you have served. We are sure you will enjoy your retirement with your wife, Mary, your children, Ryan and Jessie, your grandchildren, and plenty of tractor pulling competitions! We wish you luck in bringing home those first-place awards!



# Around the Company

## Retirements

### Don McEvoy

Don started his 42-year journey at Suit-Kote as a “yard dog” and Lab Technician which helped him as he moved into sales. Don has helped develop, educate, and expand our customer base in many ways throughout various counties. The latter years of Don’s career were spent representing Suit-Kote in Cortland, Cayuga, and Tompkins counties. His involvement with the various Town Highway Associations was ever-present as he was the go-to guy to help answer questions and help fill our customers’ needs. If Don wasn’t attending a sporting event with his daughter, Logan, or son, Riley, you could often find him officiating a NCAA basketball game as he was a highly respected referee for the NCAA Patriot men’s basketball league. Throughout his career, Don has always remained true to his roots as he stayed involved with the family farm where he grew up in Marathon. Even today, Don is carrying on the family tradition as an icon in the cow showing arena. Thank you for your dedication and loyalty, Don, and spending your career with Suit-Kote.



### Dan Zimmer

Dan began working for Suit-Kote as a Distributor Operator in 1981. Suit-Kote was aggressively promoting itself within the Broome County workplace which was represented by Bob Finch. Bob needed someone who could manage and run jobs but most importantly someone with talent, work ethic, dedication, and loyalty – that person was Dan. Dan was an expert when it came to the knowledge of oil and stone work and virgin cold mix paving. Not once did he ever say no to working or going somewhere any day or hour. He represented us with pride and all the best that Suit-Kote stands for and put his customers and the quality of their work first. It was my honor and privilege to have worked with Dan, and I share every success with him. Now it’s time to enjoy life with his wife, Luann, their kids, and their grandkids. Great career, my friend, and thanks for the memories. Written by Dan Dervay

### Lee Eichelsbacher

Suit-Kote would like to recognize and thank Lee for a magnificent 43-year career. Based out of the Rochester/Caledonia facilities, Lee was a distributor operator for 33 years. Following the retirement of Bill Bibbens, Lee made the move to Sales for Genesee, Orleans, and Niagara counties for the past 10 years. Lee’s commitment and dedication to Suit-Kote was unwavering and a precedent to be followed by all. His background in operations proved to be very beneficial in his role as a salesman. Lee’s knowledge and expertise in

the industry were second to none. Congratulations on a great career and enjoy a much-deserved retirement!



### Tom Whipple

Tom began working for Suit-Kote in 2012 as our CFO, and he brought a tremendous amount of knowledge, attention to detail, stability, and professionalism to the CFO position. There are of course many factors that contribute to where Suit-Kote is today, but without a doubt we are a much stronger company and better off than we were before Tom started at Suit-Kote. Thank you, Tom, for choosing to finish out your impressive career here. We wish you and your wife, Deb, the best in your retirement.



# 2023 HMA Showcase Award & IT Update

## 2023 HMA Showcase Award

Suit-Kote was a recipient of one of the New York Construction Materials Association (NYCMA) annual Hot Mix Asphalt Showcase Awards. The award was presented for our NYSDOT project on I-81 (D264702 - 13.6 miles of asphalt resurfacing and replacement of damaged guiderail/signs). For this project, the designers at NYSDOT chose to address the failing joints by using full depth pavement repairs. The joint repair process was followed by production cold milling at 2.5-inches and placement of a 2.5-inch lift of warm mix 19mm fiber reinforced binder. A non-tracking tack coat was applied before the top course which consisted of a 1.5-inch lift of warm mix 9.5mm Stone Matrix Asphalt (SMA). This project allowed Suit-Kote to demonstrate the efficiency of operating a vertically integrated company and was administered and constructed under the direction of Tim Carr and the Construction Division. Our Specialties Division was responsible for the execution of joint repairs and production milling. Our Polkville facility produced the asphalt mix including the required aggregate. The group was honored at the NYCMA fall meeting award luncheon on November 9th. Congratulations and a job well done to all involved!



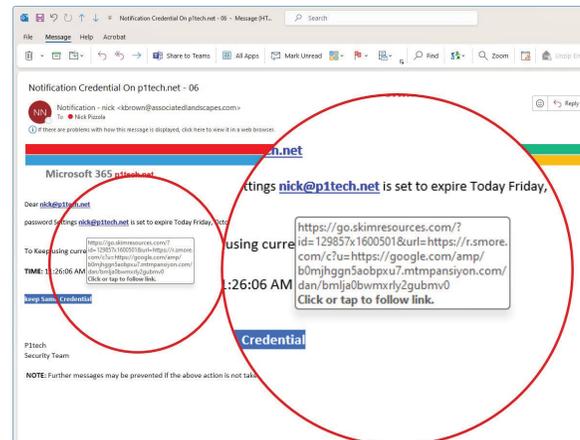
## IT Update by Nick Pizzola

Security training is ESSENTIAL. At safety training this spring, we will go over new trends in cyber security and what to watch for. All of these communications and reminders are working because we have many more employees reaching out to report a spam email and far fewer emailing or calling to let us know they accidentally clicked on it – so thank you for your vigilance!

One of the biggest issues has been the continuing bombardment of fake emails known as “phishing” which has become the main attack vector that threat actors like to use. This is because no matter how strong we make the network the users are an easy target to breach security. Please remember that no one will ever need to know your multi-factor authentication passcode so never give it to anyone!

In the image to the right, hackers wanted “Keep same credential” to be clicked on. This would have allowed the hacker to get email information, and they could have obtained contacts as well as banking and other private info. You may notice in the email how it was sent from @associatedlandscapes.com which is NOT a Microsoft account. And notice that the link points to skimresources.com - neither of these domains are Microsoft and are blatant attempts to take over your systems.

By maintaining diligence in our daily use of Suit-Kote’s IT infrastructure, we can ensure that our systems stay safe and secure. You can always reach out to helpdesk@suit-kote.com.



# Safety Spotlight: West Leyden Employee Response Efforts



On September 19th, a Suit-Kote driver was involved in a rollover in West Leyden, NY. While navigating a 30 MPH right hand turn, our tractor trailer rolled over on the side of a bridge. The trailer dome lid caught the guiderail which “popped” the dome lid off. This caused our micro-emulsion to spill onto the bridge and into the water below. Tom Monroe’s micro crew was on scene and first to assist with the cleanup and help our driver. Emergency Medical Services and the West Leyden Fire Department were called to the incident. Our driver was taken to the hospital. Suit-Kote crews worked throughout the night to contain and remove the emulsion on the bridge so the roadway could open back up to the traveling public. A distributor was also dispatched to help remove remaining material from the overturned trailer. Once

the trailer was nearly empty, the wrecker on scene was able to right our tractor trailer.

Our spill response trailer from Cortland was an essential component to this incident. Additionally, a “vac truck” was also called in to remove the asphalt from the Mohawk River. Suit-Kote’s Gordon Marshall III was instrumental in the river cleanup effort. He invented a screening system with the help of our weld shop to filter the asphalt out of the water. The Department of Environmental Conservation (DEC) oversaw Suit-Kote’s cleanup efforts and praised everyone who helped with the cleanup. They mentioned that we were “super-proactive and have done everything we’ve asked them.” The cause of this incident is still under investigation.

The management team wants to thank everyone that responded to the West Leyden tractor trailer rollover and spill. The communication between all Suit-Kote employees was exemplary. Coordinating the cleanup efforts was a huge task, but everything came together better than we could have imagined. Suit-Kote employees that we want to recognize include the following: Tom Monroe, Don Worden, Sirius Marshall, Adam Coral, Steven Hatch, TJ Keep, Owen Lang, Dennis Eaton, Dawson Funkhouser, Gordon Marshall III, Gordon Marshall IV, Gary Alexander, Dave Slack, Nichole Bronson, Gerald Bronson, Zach Hulse, Zach Peplinski, Lori Vogel, Tobias Snook, Derek Farney, Don Waterman, Bernie Davis, Benjamin Burch, Todd Westin, Robert Collins, Jim Nightingale, Shawn Wall, Scott Harris, Joe Perrone, Paige Howell, Jayne Morse, Josh Lynn, and John Debiew. Non-Suit-Kote employees and entities that we want to thank include the Town of Lewis employees – John Race and Edward Willer, West Leyden Fire Department and EMS, NYSDEC, Clinton Collision, Bert-Elm Dairy Farm, US Ecology, and NYSDOT.



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