

# Entrepreneurial Spirit of i+iconUSA

## Founded Upon an Early Vision

Infrastructure and Industrial Constructors USA, LLC (i+iconUSA) was founded by a team led by an engineer, Lester C. Snyder III, who has exhibited leadership in the North American construction industry for over 35 years.

To fulfill his ultimate vision for an industry leading company, he chose to foster this new initiative by exemplifying value creation



Les and his father

Photograph courtesy of Les Snyder

for employees, clients and shareholders alike by implementing a strategy of organic growth and amalgamation of other culturally matching smaller

firms through acquisition. As with any entrepreneurial business venture, this growth strategy has risks and obstacles. In conquering these risks, or hurdling obstacles, our culture is never sacrificed, nor our core values compromised, in order to satisfy financial goals.

Les's vision had its roots early in his life, as he is a third generation builder. His grandfather was a fixture in the construction industry of Western Pennsylvania, followed by his father who served as one of Les's mentors. Les's dad, Lester C. Snyder, Jr., peaked his interest in construction at an early age by having him tag along for site visits and reviewing the day's construction adventures during evening dinner. Observing first hand his father's leadership in organizing work crews and motivating their production was an early lesson in valuing people to build a successful construction business.

Instilling his vision even further, Les was also mentored by other University of Pittsburgh Civil Engineering graduates who are venerable names in Pittsburgh construction history, the first being Ish McLaughlin, past President of Dick Corporation, a relationship that remains inspiring, and lives on beyond his recent passing; Bob Luffy, whose legacy as President and CEO of American Bridge Company led and returned this construction industry jewel to its highly regarded stature as an internationally renowned firm; and Jack Mascaro, whose entrepreneurial spirit prompted him to start his own company and grow into a leading, formidable construction entity. Les has taken his mentors' tutelage to develop the vision required to create a nationally recognized construction firm that embellishes the highest values in professionalism with exceptional, customer-driven service, based on providing better solutions.

i+iconUSA has been founded on three pillars: to deliver exceptional

value to its clients; to provide the highest level of opportunity for its employees; and to exceed expectations in building value for its shareholders. The plan for i+iconUSA is to assemble a group of heavy civil and industrial construction companies with similar cultures into one larger organization that can leverage the synergies and specialties of each to provide better solutions for all of its stakeholders.

The first subsidiary brought into the family of i+iconUSA, Joseph B. Fay Company (Fay), has been in the heavy/civil construction market for over 65 years. The company's culture is evolving through fostering of a more entrepreneurial spirit of highly participatory management coupled with a series of executive coaching and mid-level leadership development. In conjunction is the accompanying expansion into the private sector and a more relationship based business philosophy. One major key to this success is maintaining and building relationships with the engineering and design community, who i+iconUSA believes are our partners on every project. As clients are becoming more aware of the efficiencies and higher quality of alternative delivery methods such as design-build and P3, the relationships that we foster with the engineering community becomes of even greater importance



AGC Award Ceremony

Property of i+iconUSA.

An unceasing element in culture and core values of the Fay organization is in the area of safety. This culture of safety has each person on the job involved in making that job site a safer one for all. It is truly a "culture of caring" that focuses on people versus just the numbers, encouragement versus enforcement, and relationships between safety personnel and the field staff versus just visibility of the staff on site. Fay's people and their safety record were acknowledged with Fay winning the AGC of America's Willis 2014 Safety Award.

Another example of Les's influence in leadership is instilling a philosophy of "believe it and you will see it"; a sense of realistic optimism that has everyone reaching for an ever raising higher bar and in turn, creation of higher value of our company. This has led to

a change in the culture of our company where each individual aspires to continually grow and develop aspiring to loftier goals.

Another result is that in early spring of 2013, Fay won national recognition for its Fort Steuben Bridge Project. Les's spreading philosophy of elevating our company's achievements on par with those of much larger companies, allowed us not only to believe in ourselves enough to enter the AGC's (the Associated General Contractors of America) 2013 Alliant Build America Award for Highway and Transportation, but to ultimately win it.

Another integral part of i+iconUSA's strategy in building value was the acquisition of a heavy/civil constructor, Waterfront Marine Construction, in Virginia Beach, VA who specializes in bridge structures, marine construction and piling/deep foundations. The biggest obstacle, and in fact a surprise, in our expansion by acquisition has been finding companies, such as Waterfront Marine, which exemplify a similar culture and set of core values that we must maintain to be synergistic with our company's vision. Our acquisition targets must have synergistic attributes to complement and add to our breadth, in either an additional construction competency or in a new geography. In the case of Waterfront Marine, both were added along with complimenting core values that have been proven through a smooth integration along with the largest award in the company's history; the \$80 million MLK Expressway in Portsmouth, VA which is part of the P3 project for Norfolk's new Mid-town Tunnel.

Rounding out our strategic expansion is the creation of the newest subsidiary, i+iconENERGY, which focuses on power generation and industrial projects. i+iconENERGY is an organically driven effort, led and staffed by personnel with demonstrated past success in delivery of power plant and industrial contracts. These past relationships with clients, engineers and sub-contractors are allowing us to overcome challenges to build a business from the ground floor.

The common thread that has led to both successes in integration of acquisitions, as well as in growing organically, is Talent Development. i+iconUSA identifies, invests in, and nurtures potential, while rewarding entrepreneurship. Talent is developed by fostering participation in a more encompassing and ever expanding vision for the company.

Developing talent at all levels is what makes i+iconUSA and its subsidiaries a great company!

i+iconUSA's goal is to continue expansion both through further organic means and culturally matching acquisitions. To fuel growth, financial backing is necessary. For i+iconUSA, that financial backing is provided through its investment partner FdG Associates (FdG). They provide the capital to foster expansion, development and make appropriate acquisitions.

i+iconUSA looks to fulfilling its founding vision of expanding into a

nationally recognized, exemplary firm within the construction industry by inspiring an entrepreneurial spirit in its most important asset; its people.

*About the Authors...*



Charleroi Monessen Bridge Before and After

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*Lester (Les) C. Snyder III is the President and Chief Executive Officer for Infrastructure and Industrial Constructors USA, LLC (i+iconUSA), which serves as the parent for a family of diversified heavy/civil and industrial construction companies. Prior to his current position, Les was President and Chief Operating Officer for a design and construction services company operating throughout the United States, in Mexico and Canada averaging over \$1.2 billion in annual revenues.*

*Les is actively involved in the Associated General Contractors of America (AGCA), where his service has earned him the status of Life Director on AGCA's Board. He currently serves as the chair of the Public-Private Partnership (P3) Task Force and is a past*

*chair of the joint AIA-AGC Committee. He is a past Chairman of the Building Division and multiple other committees including the Private/Public Industry Advisory Council (PIAC). Additionally, he is active with the Construction Industry Round Table (CIRT) and continues his membership with the Engineers' Society of Western PA (ESWP), the National Society of Professional Engineers (NSPE) and American Society of Highway Engineers (ASHE).*

*Katie Spear is the Marketing Director of Infrastructure and Industrial Constructors USA, LLC (i+iconUSA), having been there since its inception. She has over 25 years of marketing experience including strategic planning, bid proposals, and social media. Katie is a member of Engineers' Society of Western PA (ESWP).*

## ESWP GOLF OUTING

**July 28, 2014**

Treesdale Golf & Country Club Gbsonia, PA.

- INCLUDES:
- Luncheon Buffet
- Driving Range
- Green Fees
- Golf Cart
- On-Course Refreshments

[eswp.com/eswp/annual\\_golf\\_outing.htm](http://eswp.com/eswp/annual_golf_outing.htm)

