

22<sup>ND</sup> ANNUAL



22<sup>ND</sup> LCI CONGRESS  
OCTOBER 19-23

# Taking the Fear OUT of Building In-House Software

Chris Weaver, CM-Lean, Andy J. Egan Co., Inc.

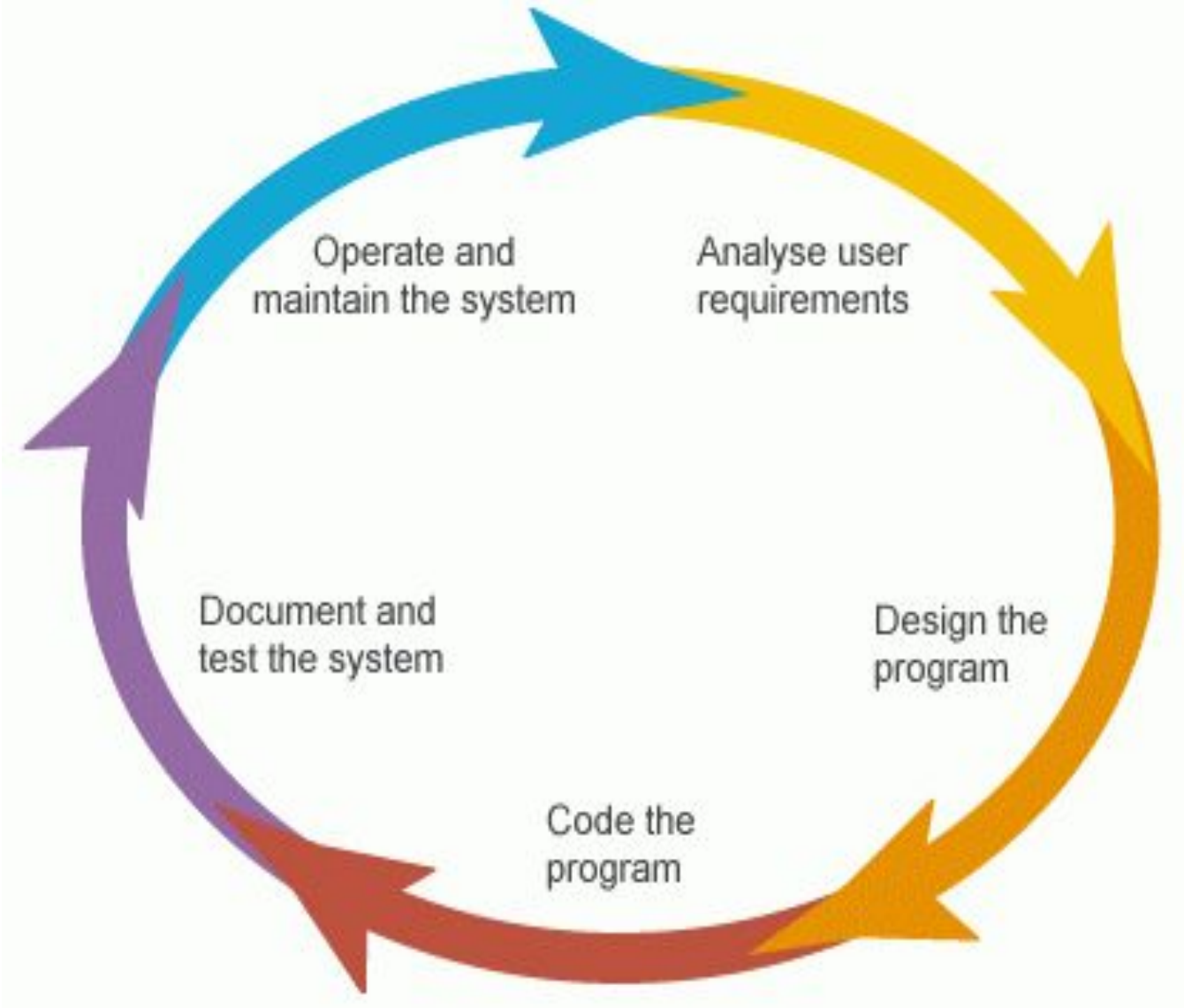
Brad Wilson, SPARK Business Works

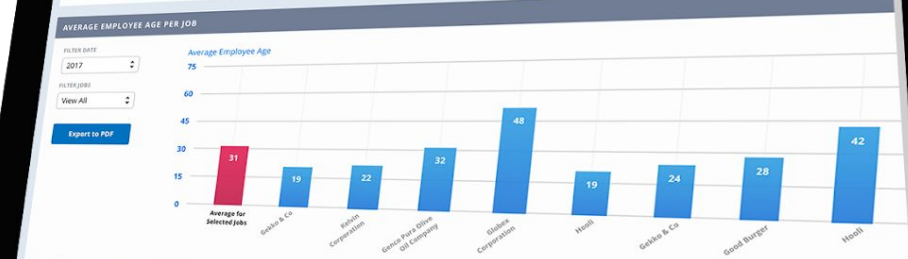
THE ABC'S OF LEAN: TRANSFORMATION THROUGH ACTIONS, BEST PRACTICES AND COACHING

September 8, 2020

# Building In-House Software

1. The Decision
2. The Process
3. Continuous Improvement





AVERAGE HOURLY RATE PER DEPARTMENT

### Job Board

Accident Free: 13 days, 6 hrs, 11 mins, 44 secs

Event Count Down: 13 days, 6 hrs, 11 mins, 44 secs

Formulating Mode | View Legend | View Jobs | Open Filters

9/12/2018 3:12PM 8/8/2018 11:12PM

Employee Profiles:

- Violet Nichols
- Dallie Morris
- Florence Mason
- Ruth Rhodes
- Todd Burton
- Gabriel Griffith
- Leon Peterson
- Isabel Warren
- Derrick Munoz
- Lilly Warner
- Grace Mullis
- Nina Wallace
- Katherine Carlson
- Willie Mendoza
- Maria Roberson
- Scott Briggs
- Nannie Morton
- Callie Fletcher
- Louis Arnold
- Green Abbott
- Ann Stoney
- Lloyd Webb
- Alan Christen
- George Alvarez
- Mike Maldonado
- Curtis Gomez
- Elizabeth Rivera
- Ian Berry
- George Abarez
- Jeremiah Norris
- Norman Miles
- Owen Weber
- Bradley Grant
- Clavdia Jacobs
- Bobby Sanchez
- John Rhodes
- Philip Williams
- Mabelle Gonzalez
- Hannah Bailey
- Chris Meyer
- Carlos Schneider
- Logan Lewis
- Olive Yates
- Esther Harrison
- Shane Rodgers
- Cora Hanson
- Minerva Briggs
- Maude Tean
- Glen Jordan
- Tom Guzman
- Rosetta Briggs
- Adeline Kennedy
- Joseph Holmes
- Elnora Yates
- Elmer Meyer
- Craig Marshall
- Rosale Fitzgerald
- Gary Bowen
- Caleb Watkins
- Jonathan Cross
- Keith Hawkins
- Ophelia Klein
- Allie Crawford
- Myrtle Farmer
- Josephine Weaver
- Nelle Bishop
- Hester Watson
- Michael Clarke
- Brent Castro
- Fanny Thompson
- Charlotte Schultz
- Polly Griffin
- Lulu Robertson
- Linnie Reynolds
- Craig Morrison
- Frederick Sullivan
- Theodore Herrera
- Lina Hughes
- Bruce Black
- Carlos Pope
- Harvey Fleming
- Eric Franklin
- Lester Malone
- Ora Spencer



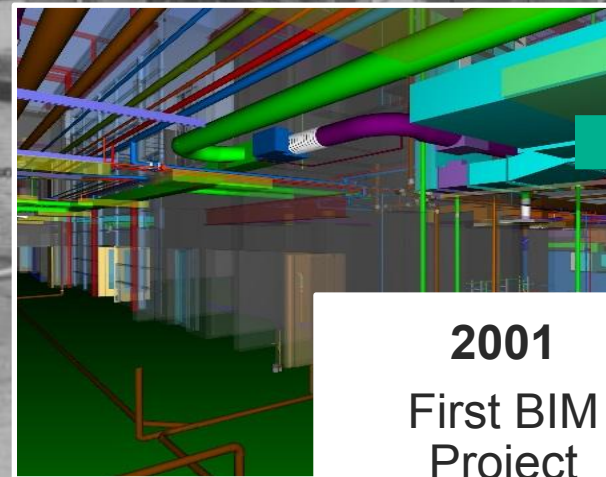
# Egan's History



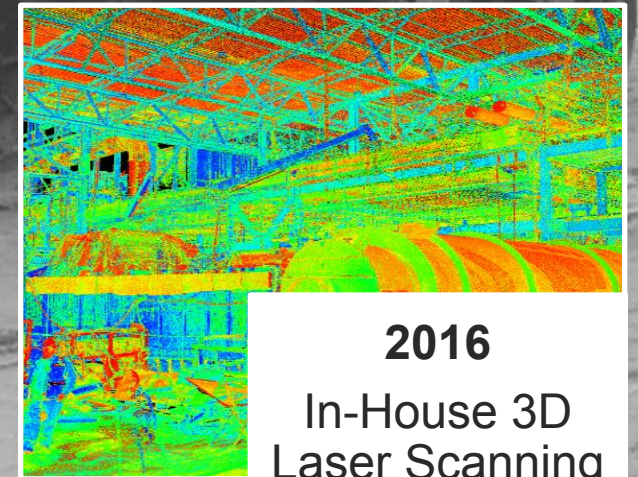
**1919**  
Founded



**1999**  
Fabrication Begins



**2001**  
First BIM Project



**2016**  
In-House 3D Laser Scanning

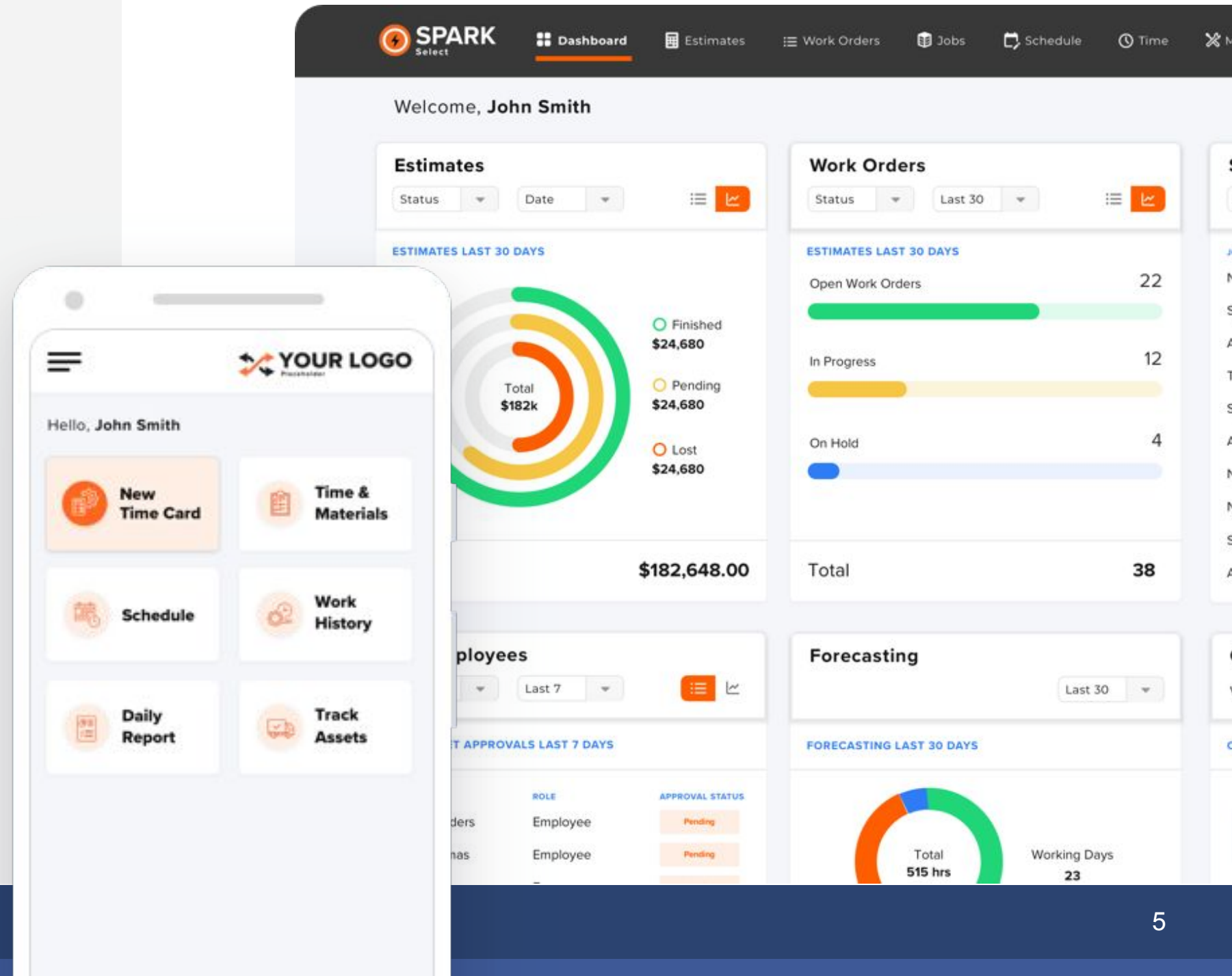


# Meet SPARK

Just Right for the Way You Work

SPARK builds custom software that brings your team together where it matters.

- *Time and Field Data*
- *Scheduling*
- *Reporting*



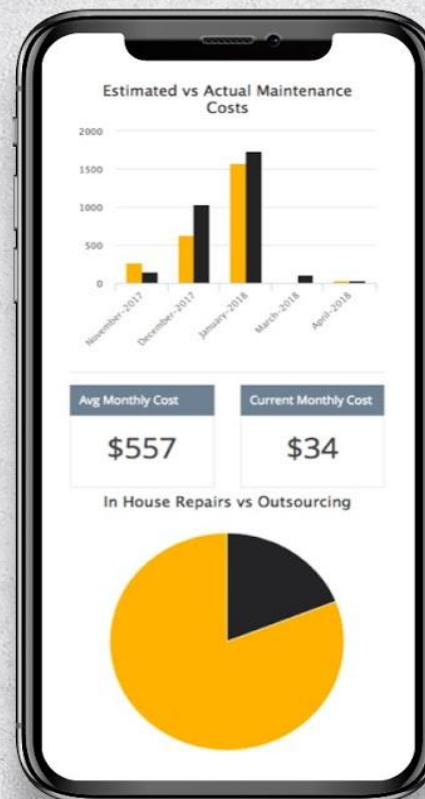


**JAMES E. FULTON & SONS**

Email

Password

Forgot password? [SIGN IN](#)

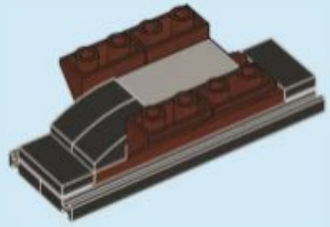




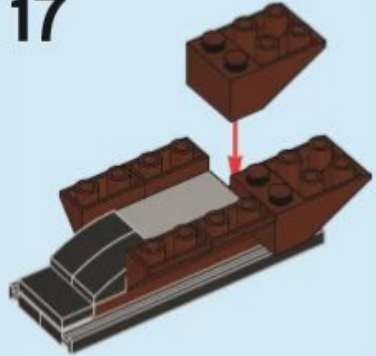




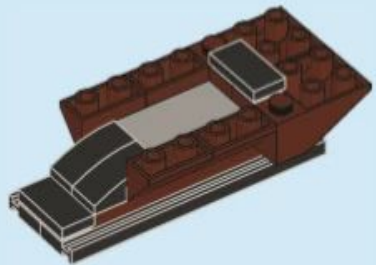
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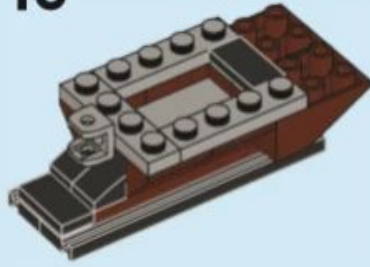
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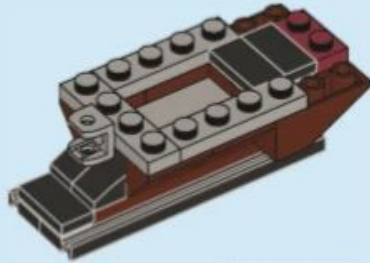
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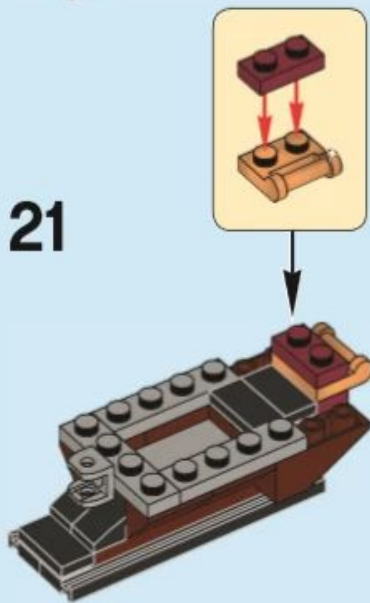
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20



21



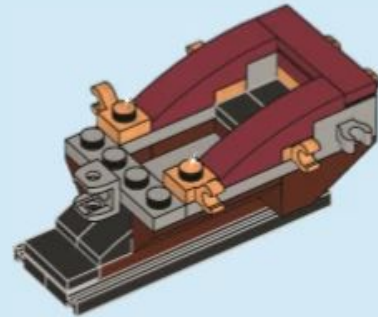
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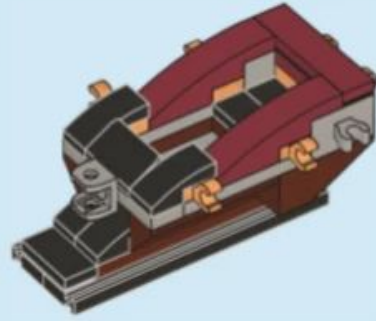
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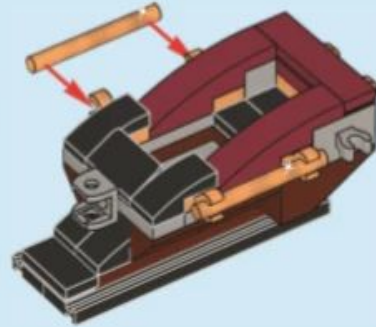
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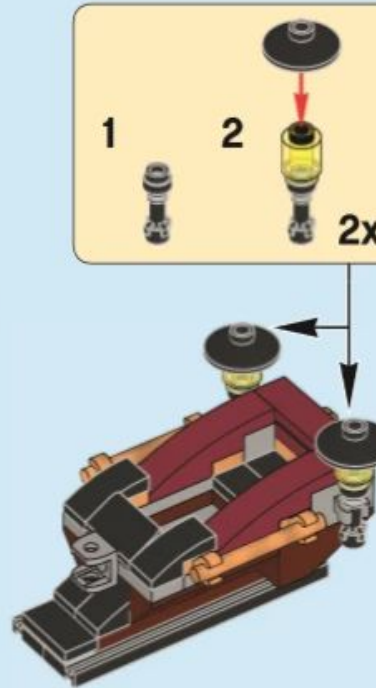
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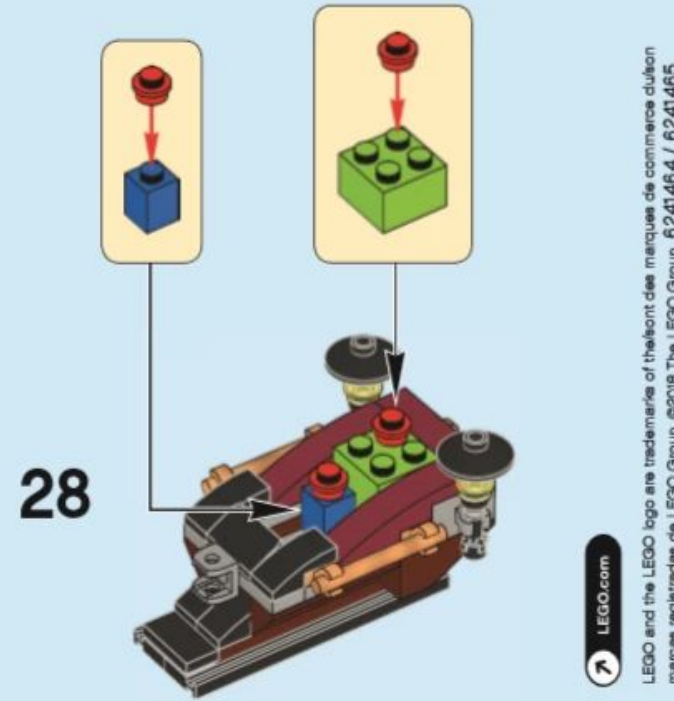
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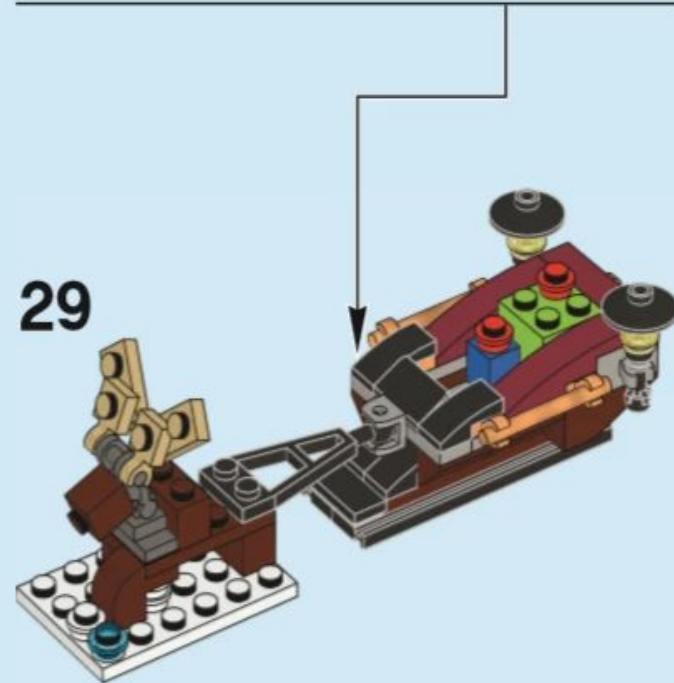
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28



29



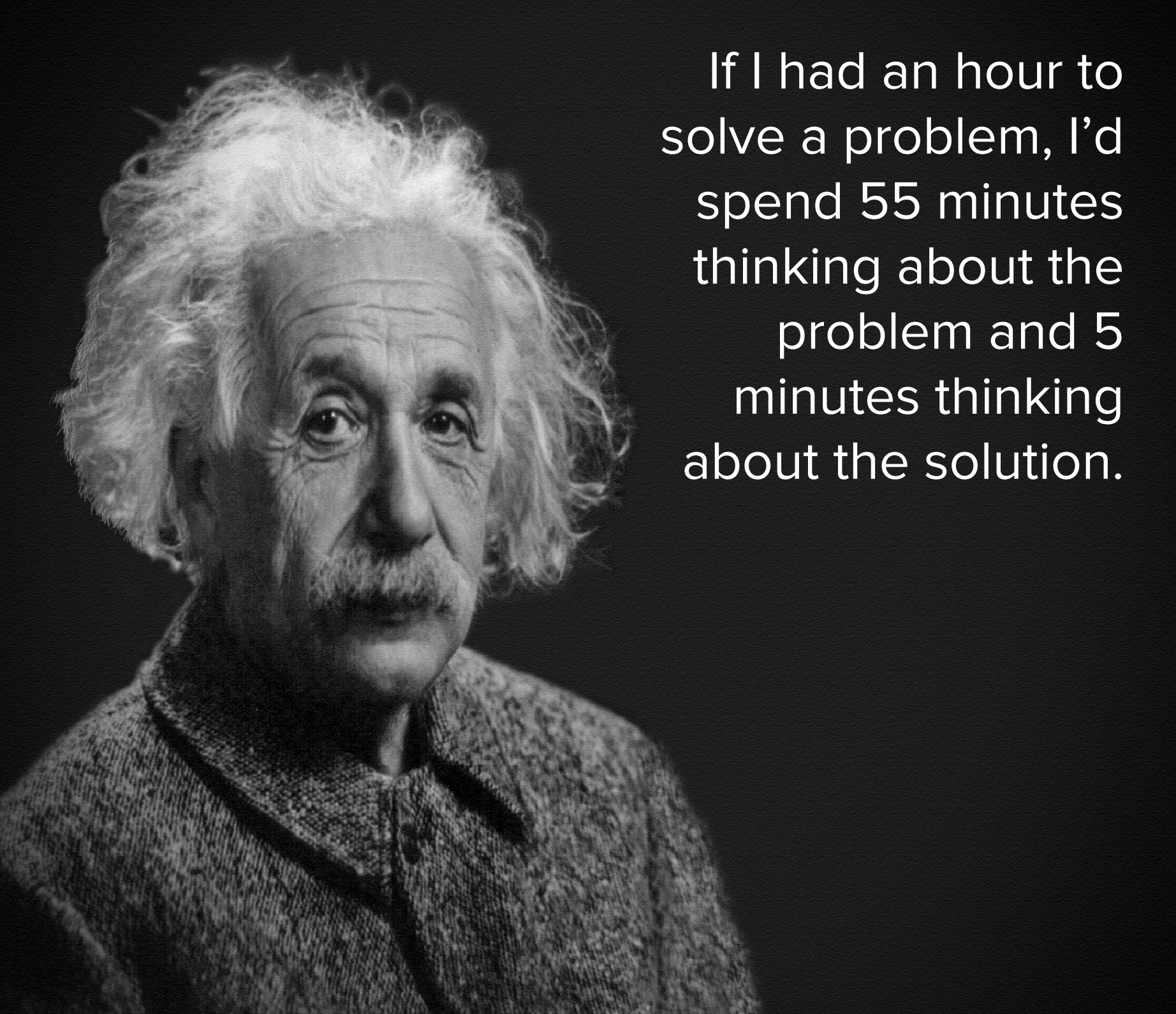
- LEGO and the LEGO logo are trademarks of the LEGO Group. ©2018 The LEGO Group. 6241464 / 6241465
- |            |            |            |
|------------|------------|------------|
| 3x 614101  | 2x 4539097 | 2x 3005743 |
| 1x 303201  | 2x 6042953 | 2x 3006844 |
| 2x 4520947 | 1x 4539060 | 2x 4641682 |
| 2x 4113917 | 1x 4220632 | 1x 6171894 |
| 2x 614121  | 2x 4211242 | 1x 4667166 |
| 1x 300523  | 2x 421149  | 2x 4211445 |
| 2x 4598897 | 1x 6035547 | 1x 6071226 |
| 1x 4548180 | 2x 4508616 | 1x 4521512 |
| 2x 474026  | 1x 421186  | 1x 6092572 |
| 4x 6047276 | 4x 306926  | 4x 4523160 |
| 1x 4274405 | 2x 6039192 | 1x 4585493 |
| 2x 4286009 | 1x 4211247 | 2x 6147169 |



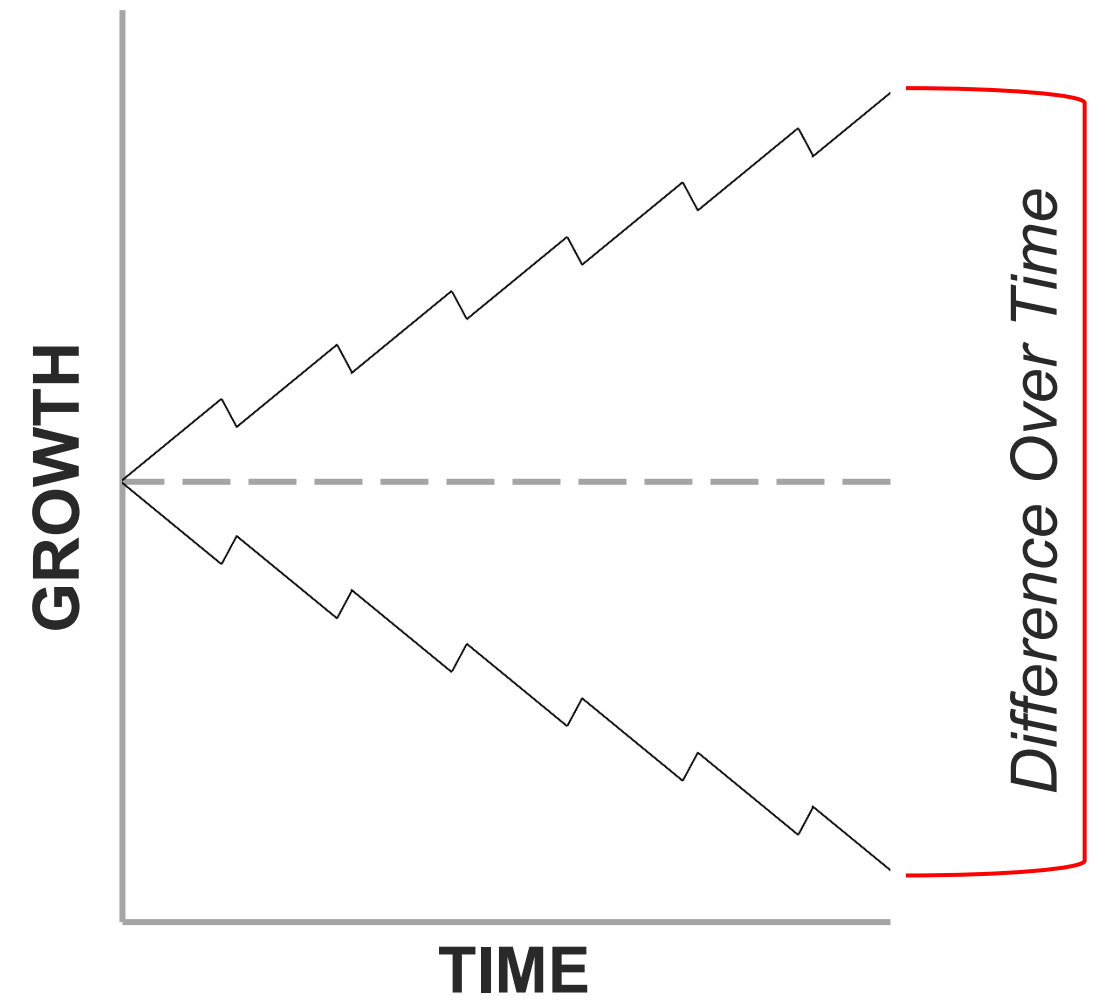
# Making the Decision to Change







If I had an hour to solve a problem, I'd spend 55 minutes thinking about the problem and 5 minutes thinking about the solution.









# More than 200 field employees...

Each with different certifications, training, skills and specialties.





**Job 97081 - Midway Airport**      **% Complete Based On Dollars**      **As Of Date: 8/4/2010**      Save      Close

Task No	Task Name	Start	Duration Days	%Actual	April 2010							May 2010						
					4/26/2010							5/3/2010						
					Mo 26	Tu 27	We 28	Th 29	Fr 30	Sa 1	Su 2	Mo 3	Tu 4	We 5	Th 6	Fr 7	Sa 8	
10	2020 - Demolition	4/26/2010	2	100	[Gantt bar: 100% complete]													
20	2030 - Site Preparation	4/28/2010	3	77	[Gantt bar: 77% complete]													
30	2040 - Excavation	5/1/2010	3	62	[Gantt bar: 62% complete]													
40	2050 - Dewatering	5/4/2010	2	85	[Gantt bar: 85% complete]													
50	2060 - Shoring & Underpinning	5/6/2010	3	100	[Gantt bar: 100% complete]													
60	2070 - Earth Work	4/26/2010	4	100	[Gantt bar: 100% complete]													
70	2080 - Water Lines	4/30/2010			[Gantt bar: 0% complete]													
80	2090 - Dig Footers	5/4/2010			[Gantt bar: 0% complete]													
85	New Task	4/30/2010			[Gantt bar: 0% complete]													
90	3010 - Concrete Formwork				[Gantt bar: 0% complete]													
100	3020 - Concrete Accessories				[Gantt bar: 0% complete]													
120	3040 - Concrete Misc.				[Gantt bar: 0% complete]													
130	3050 - Concrete Curing				[Gantt bar: 0% complete]													
140	3060 - Precast Concrete				[Gantt bar: 0% complete]													
150	3070 - Grout				[Gantt bar: 0% complete]													
160	3090 - Asphalt Work				[Gantt bar: 0% complete]													
170	15100 - Material Methods				[Gantt bar: 0% complete]													
180	15200 - Mechanical Insulation				[Gantt bar: 0% complete]													
190	15300 - Fire Protection				[Gantt bar: 0% complete]													
200	15400 - Plumbing	5/7/2010			[Gantt bar: 0% complete]													
210	15500 - Water Lines - Installation	5/14/2010			[Gantt bar: 0% complete]													

**Information**

Unable to apply changes because a resource would be overallocated.

Employee 169 has already been assigned to Task 20 on Job 97071 during the time span 5/3/2010 to 5/5/2010 and cannot be assigned for the same duration to Task 90 for the current Job.

OK

Add      Close

Predecessors for Task 90 - 3010 - Concrete Formwork

Task No	Name
85	New Task

Add      Delete

Resources for Task 90 - 3010 - Concrete Formwork

Type	Resource No	Name	Quantity	Start	Duration

Add      Delete



# ON SCHEDULE

Man-hours

2 0 1 8

Budget	Used	Remain	%	May	June	July	August	Sept	Oct	Nov	Dec	
3,523	0	3,523	0%	[Red]								234 Market - 2017
916	0	916	0%				3 3	3 3 3 3 3				2525 East Paris
1078	0	1,078	0%					4 3 3 3 3	3 3 3 3			601 Bond
304	0	304	0%					3 3 3				Ada B3
268	102	166	38%				4 2					Allegan Tech
1,078		1,078	0%	2 3 3								Bradford White Main + C
2,737		2,737	0%									Canopy Hotel
941	0	941	0%						3 3 3 5			Chapel Pointe Church
208	0	208	0%		2 2							Cornerstone U. Science
13,462	0	13,462	0%				3 3 6 6	6 6 8 8	8 8 8 8	10 10 10 10	10 10 10 10	East Lansing City Center
136	0	136	0%									Fremont Christian
1,482	941	542	63%	3 3		3						Hastings High School
450	0	450	0%							2 2		HGB Hospital
120	0	120	0%									Holland Hospital Boven
1688	0	1,688	0%		3 3	3 3 3 3	3 3 3 3					Kent Co. Juvenile
560	0	560	0%				3 3	3 3				Kraft Spec Building
96	0	96	0%			3						LCC Kitchen RTU
18,790	15,216	3,574	81%	8 10 10	10 10 10 10	6 6 6 6	6 6 6 6	6 6 6 6				Mercy Health
624	0	624	0%		2 2							Morton Condo Rework
3,486	569	2,917	16%	4 4 4	3 3 3 3	3 3 3 3				3 3 3 3 3		MSU College of Business
8,195	2,557	5,638	31%	7 7 7	7 7 7 7	4 4 4		3 3 3 3	3 3 3		3 3 3 3	MSU Interdisciplinary
355	0	355	0%									MSU Water Treatment PL
1,923	858	1,065	45%	2			3 3 3 3					Munson Medical
365	0	365	0%						3 3 3			Nap Tags
0	0	0	#DIV/0!					2 2 2 2	4 4 4 4	4 4		Siliconature
1,238	40	1,199	3%	3 3	3 3 3 3	3 3 3 3						South Christian HS
372	0	372	0%					3 3 3				South Harbor Church
624	0	624	0%		[Red]	[Red]						Southwest Pool and Spa



# Making the Change & How We Did It








**A goal without a  
plan is just a  
dream**

**Complacency**

**Vision**

**Communication**



1		2		G	C	DE	DT	OLB	ILB
DEFENSIVE TACKLE									
Aaron Donald				PITTSBURGH					
Ra'Shede Hageman				MINNESOTA					
Timmy Jernigan				FLORIDA ST					
Louis Nix III				NOTRE DAME					
DaQuan Jones				PENN STATE					











# Apps



# Dashboards



# Workflow

# Options

What are the pathways firms are choosing from?

1

**Keep doing the same thing.**

Paper, Spreadsheets, Whiteboards, Excel...

2

**Attempt to adopt an off-the-shelf product.**

Tons to choose from!

3

**Create a custom solution.**

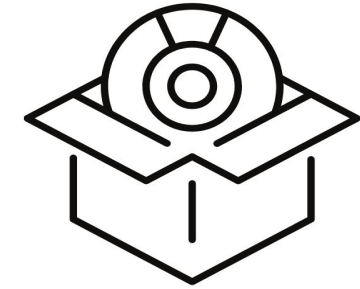
Build something that works the way your business works.





# CUSTOM VS OFF-THE-SHELF

## BENEFITS



**Designed for your goals**

**Works with existing processes**

**Can integrate with legacy systems or other tools**

**Easy to add functionality as you grow**

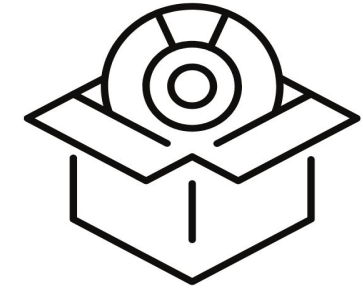
**Fast access**

**Documentation from other users**

**Regular upgrades by software provider**



# CUSTOM VS OFF-THE-SHELF CHALLENGES



**Increased upfront investment**

**Months-long development cycle**

**One-size fits all features**

**Change your processes to fit it**

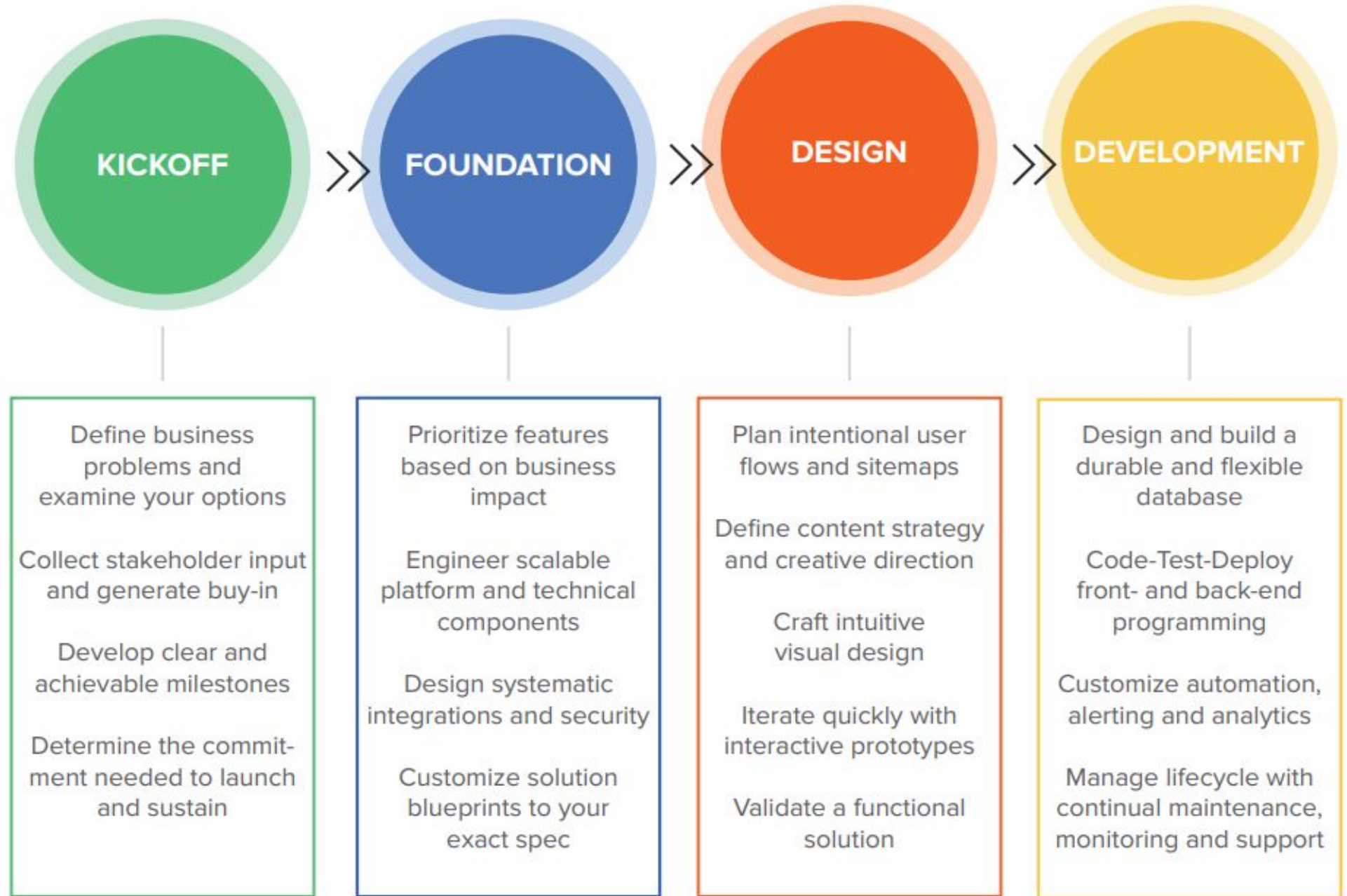
**Difficult to customize**

**Doesn't always integrate with other software**

**Licensing costs can be prohibitive over time**



# Steps to *Launch*



# Risk Factors

Address these early on!

1

## **Not getting buy-in**

Bring the users to the table

2

## **Not clearly defining the ROI**

Set metrics for success

3

## **Scope creep and improper time/budget constraints**

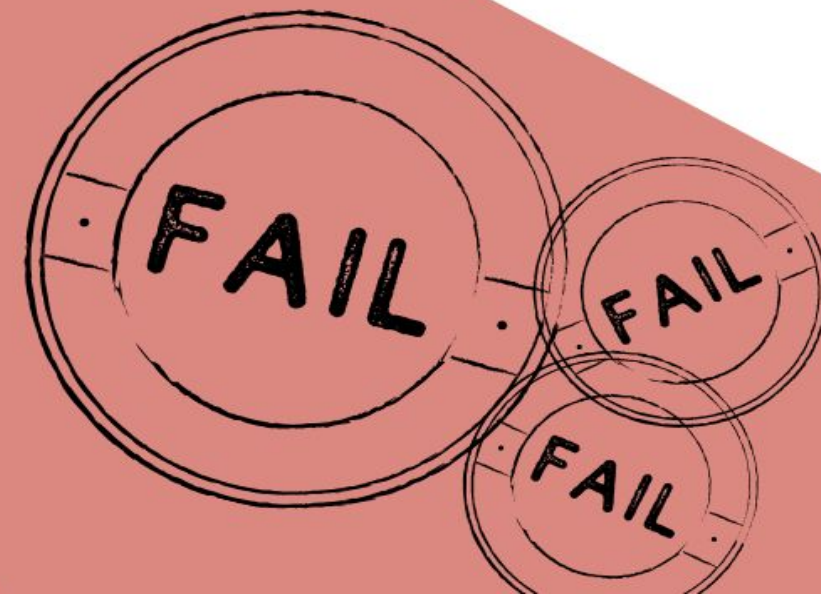
Have an open and transparent relationship with your development team.



# Making the decision

## PRE-MORTEM

FOR A CUSTOM BUSINESS  
TECHNOLOGY PROJECT



# Making the decision



**COLLECT**  
**TEAM**  
**INPUT**



# Avoiding Awkward



# Be Intentional about Getting Input and Buy-In!

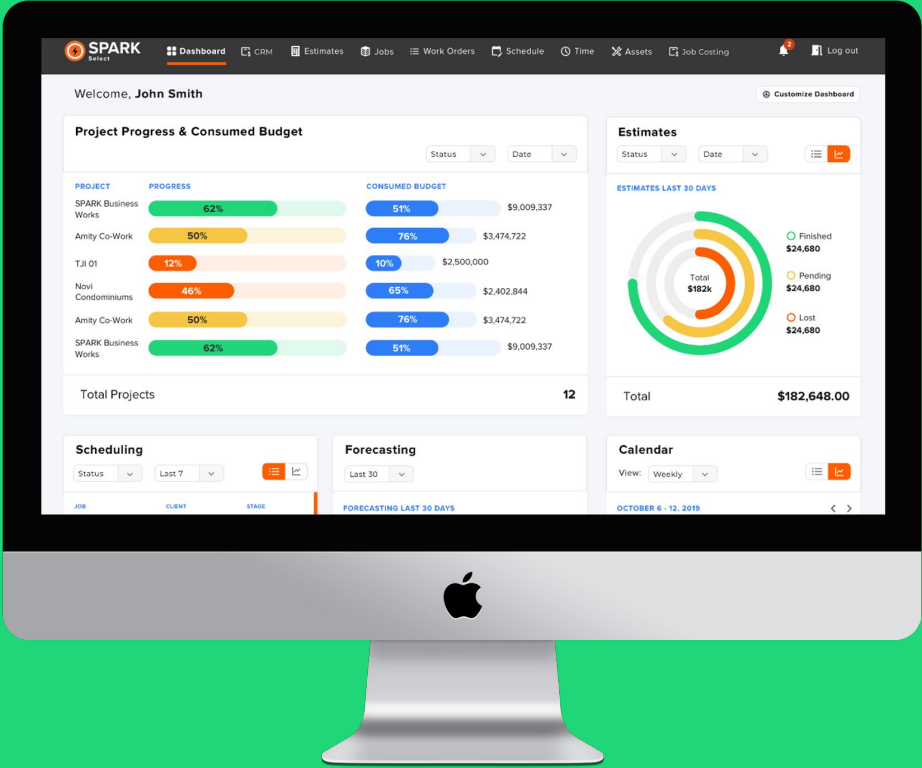


[Get Custom Software Planning Survey](#)





# Automating Your Logic





**Small**



**Medium**



**Large**



**Dedicated**

- Web Only
- 1-2 Team Members
- 2-4 Months

- + Mobile
- 2-3 Team Members
- 4-8 Months

- ++ Custom Integration
- 3-4 Team Members
- 8-12 Months

- +++ Complexity
- Agile Team Subscription
- Higher Velocity



# Plan for...

1

**Feature Development Priority**

2

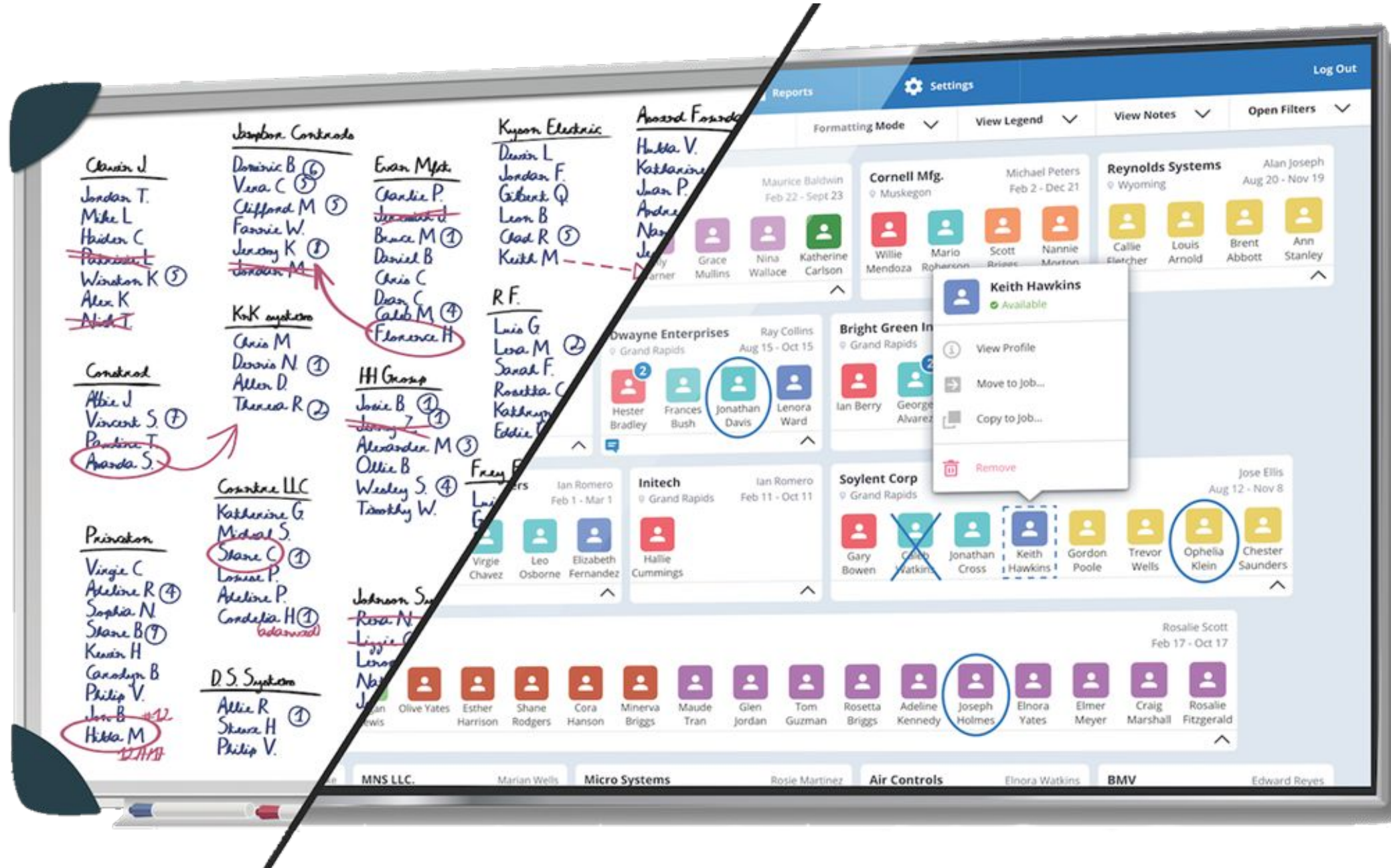
**Product Champions**

3

**Rollout Plan**

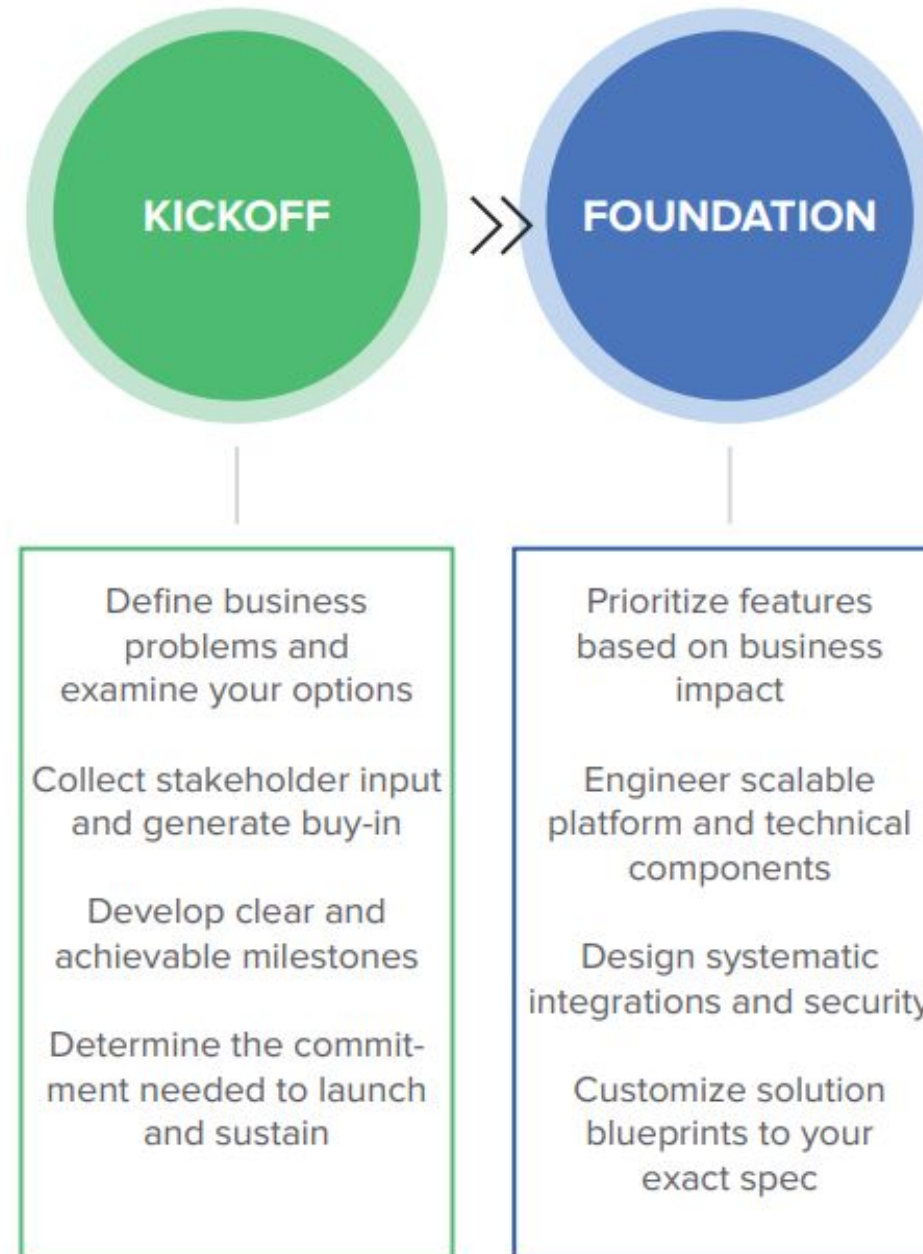


# The Better Way for Andy J. Egan



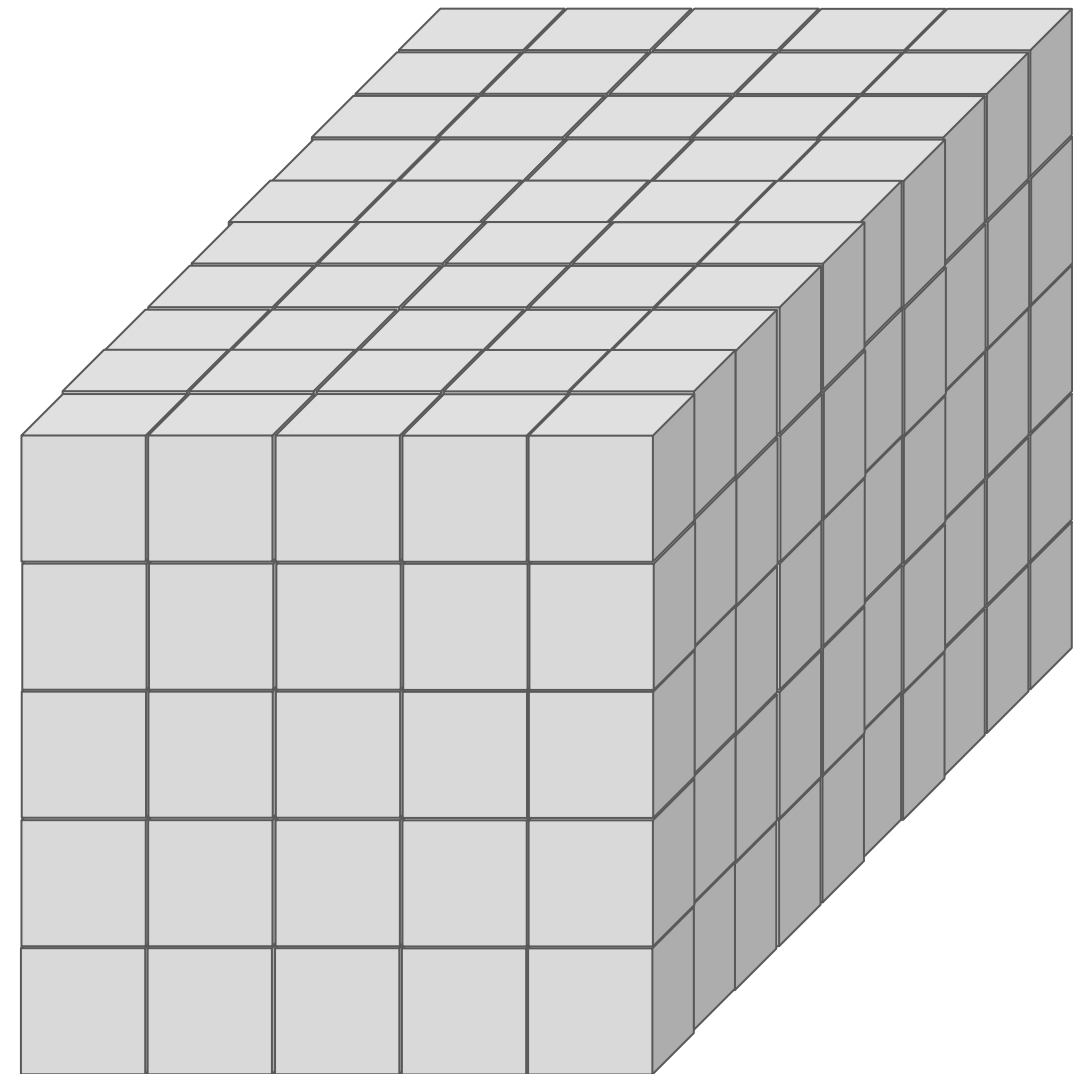


# First steps



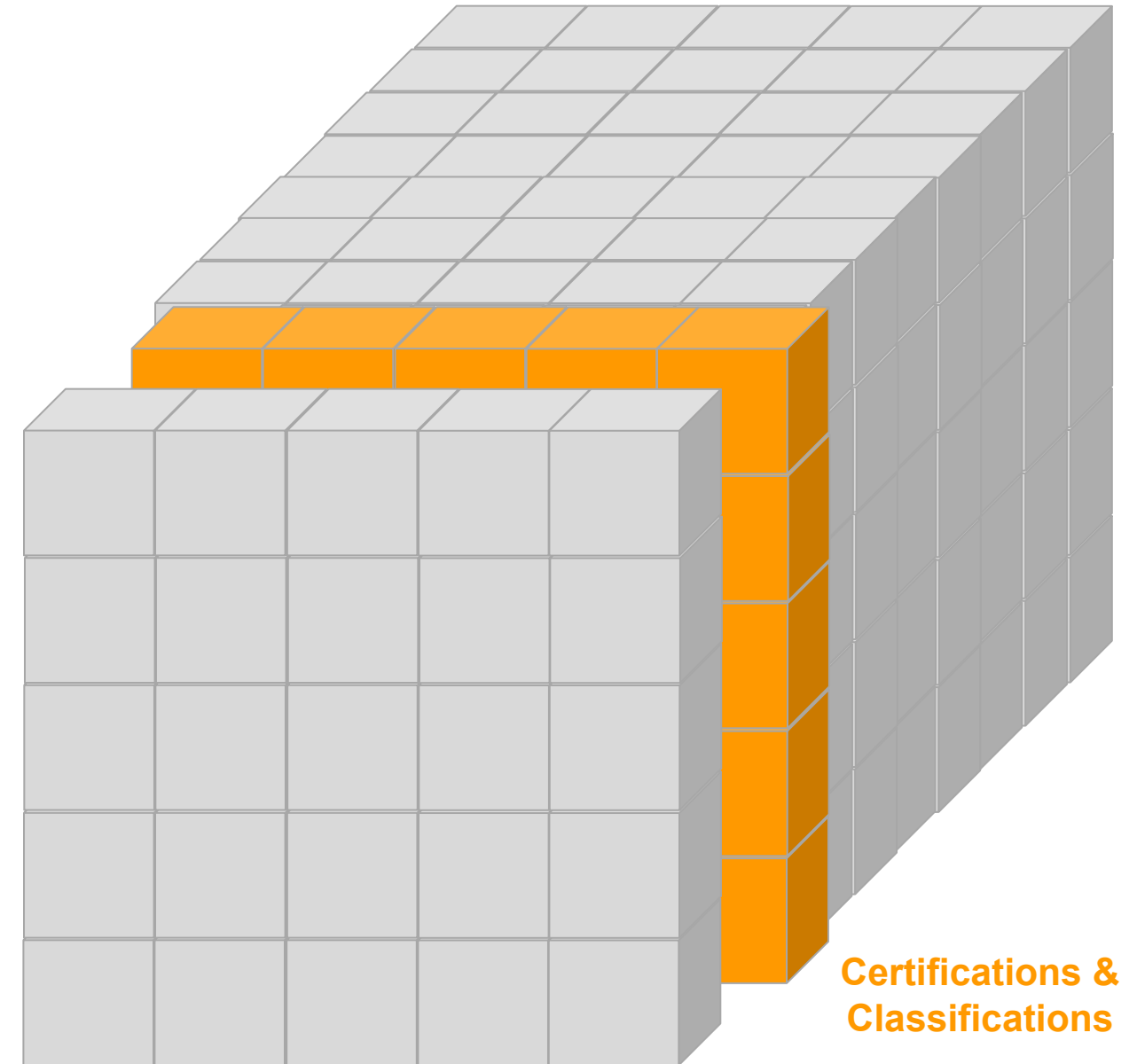
# Scheduling

- Best person on the job
- Manpower forecasting

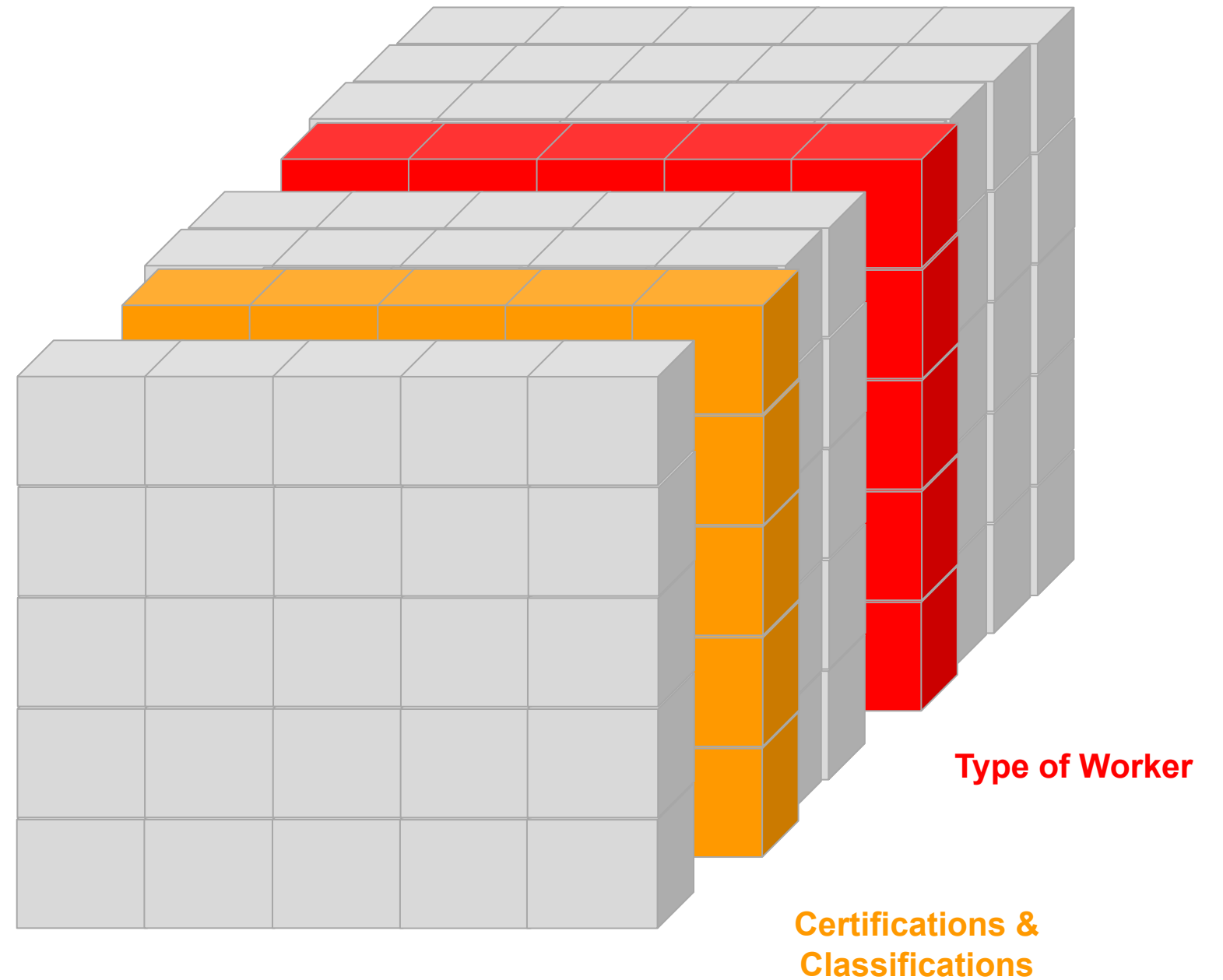
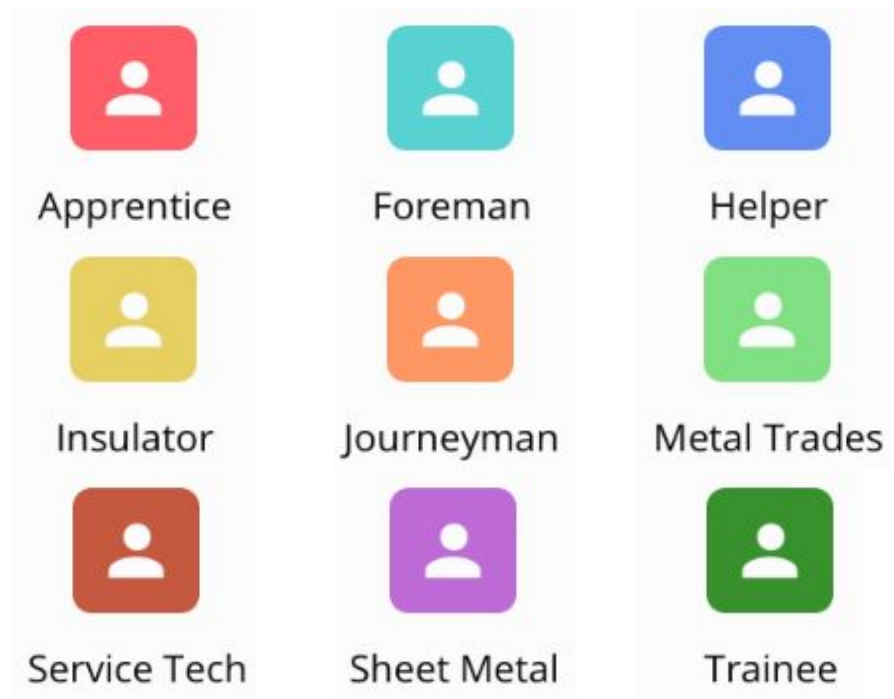




# Certifications & Classifications

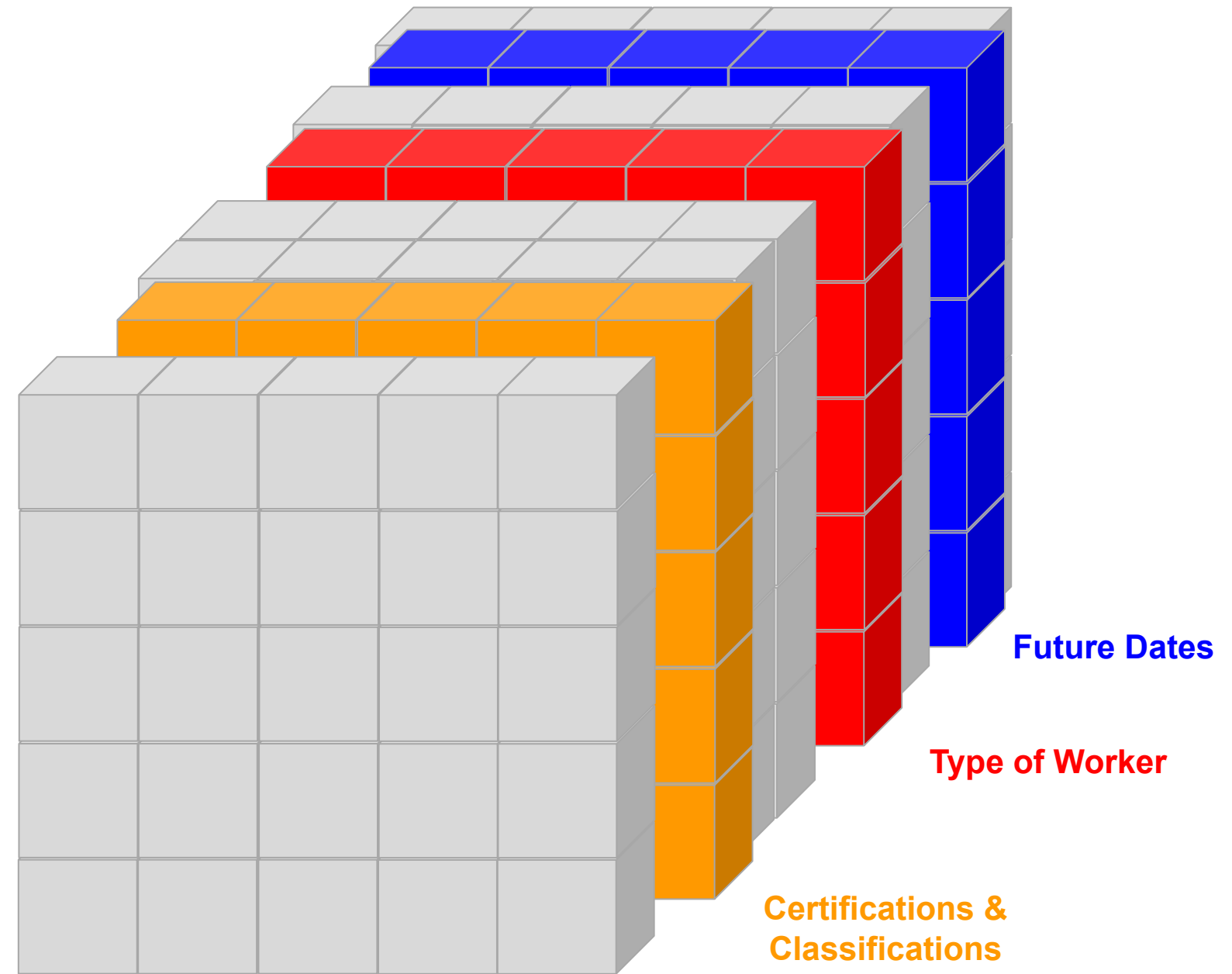


# Type of Worker





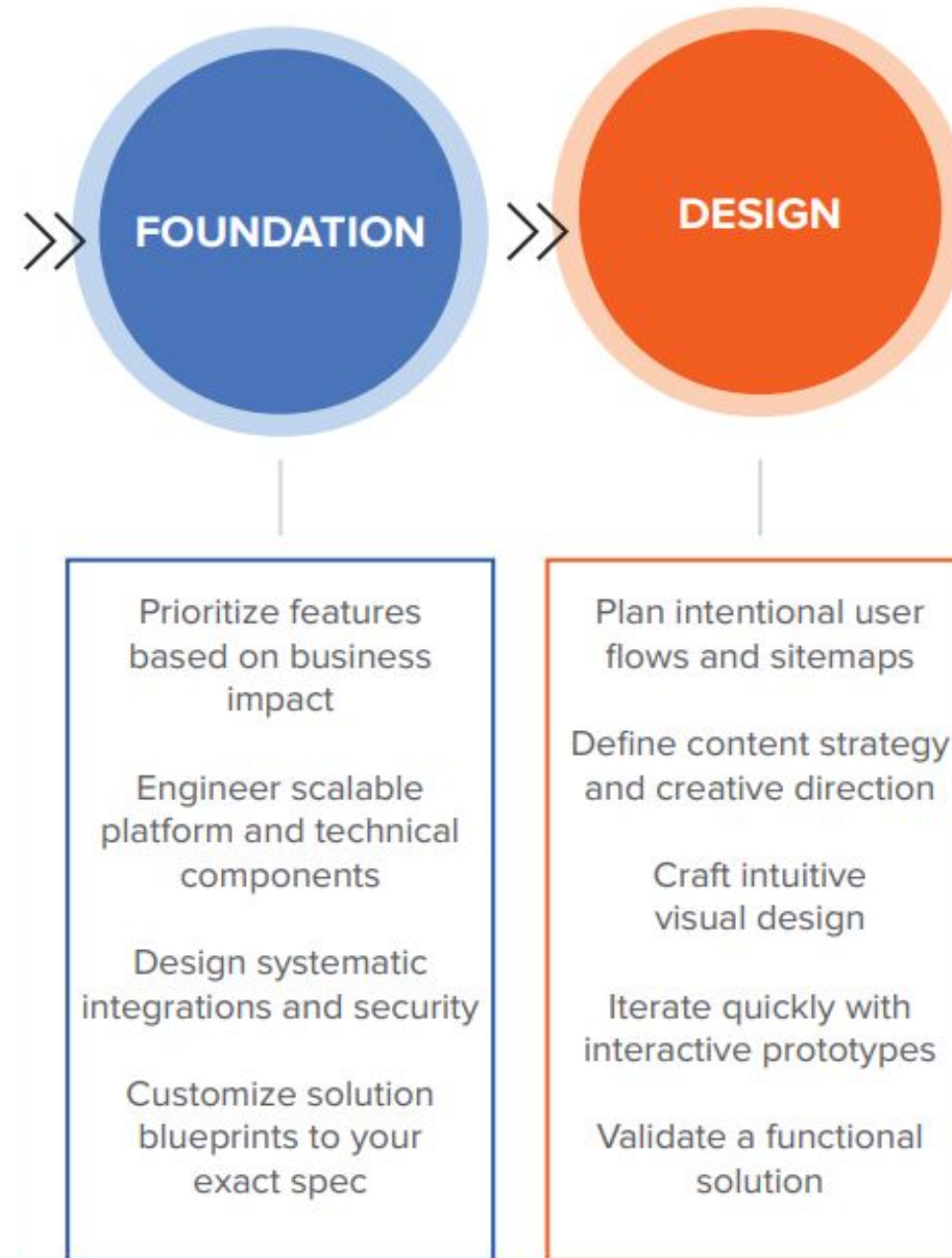
# Future Dates



# Quickly Identifying the Ideal Worker



# Next,





# Process

The screenshot shows a web application interface for managing a job board. The browser address bar shows "http://". The navigation bar includes "Job Board", "Jobs", "Employees", "Settings", and "Logout". The main content area displays a grid of job listings for various groups, each with employee avatars, names, and a total count. A "Multi Select" button is highlighted in the top right. A yellow callout box on the right lists "Two New Feature": "1. Formatting Tools" and "2. Multi Select".

Group	Manager	Period	Employees	Total
Access Business Group	Mark Wisner	Jan 17 - Dec 17	Dennis Siegel, Don Zandee, Ron Jingles, Cody GoodeLL	4
Amway Grand Plaza Hotel	Zach Wood	Jan 17 - Dec 17	Tom Williams	1
BevStream	Mike Pulte	Jan 17 - Dec 17	Bruce Osborn	1
Bradford White	Dan Oberst	Jan 17 - Dec 17	Mike Self, Kyle McCarthy	2
Bubbles	Chris Brunemel	Apr 17 - Dec 17	Mark Mussell	1
Cascade BCBS	Ben Whately	Apr 17 - Jun 17	Chad Cooley	1
CE - Campbell	Ben Whately	Jun 17 - Sep 17	Travis Rhodes	1
Erwin Quarder	Ben Whately	Apr 17 - Jun 17	Ray Masselink, Bruce Milke	2

# Process

The screenshot shows a web application interface for employee management. The interface includes a navigation bar with 'Job Board', 'Jobs', 'Employees', and 'Settings'. Below the navigation bar, there are statistics for '38 Active Jobs' and '173 Active Employees'. The main content area displays a grid of employee cards for different business groups: Access Business Group, Amway Grand Plaza Hotel, BevStream, Bradford White, Bubbles, Cascade BCBS, CE - Campbell, and Erwin Quarder. Each card shows employee names, a total count, and a monetary value. A yellow callout box with five numbered steps explains the marking process. A bottom toolbar contains shape and color selection options.

**1.** Formatting Tools will be bottom pop up just like Unassigned Employees pool.

**2.** User will first select the shape, and then color, and then Employee to mark it with that shape.

**3.** User can do combinations of shapes and Colors.

**4.** By Default, there will be no highlight

**5.** To stop marking employees, user will click on the current shape in Formatting tool menu.

**Shapes:** Square, Rectangle, Triangle, X

**Colors:** Blue, Red, Yellow, Green, Purple, Light Blue, Black

**Shapes Color:** Blue, Red, Yellow, Green, Purple, Light Blue, Black

**Highlight Color:** Blue, Red, Yellow, Green, Purple, Light Blue, Black

1. Isolated the Variables

2. Communicated as Simply as Possible

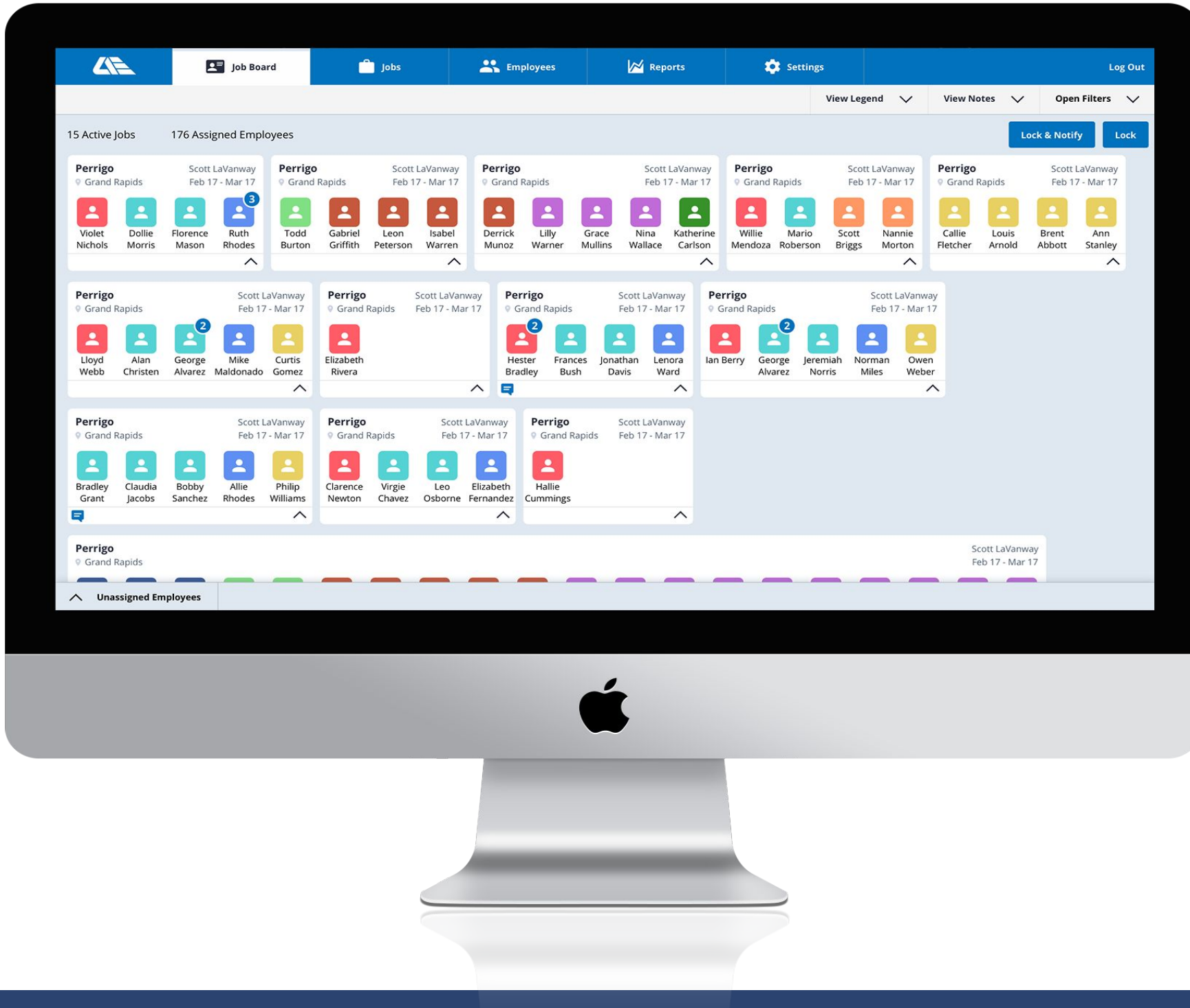


# Time to build it!



- Design and build a durable and flexible database
- Code-Test-Deploy front- and back-end programming
- Customize automation, alerting and analytics
- Manage lifecycle with continual maintenance, monitoring and support





Job Board | Jobs | Employees | Reports | Settings | Log Out

View Legend | View Notes | Open Filters

15 Active Jobs | 176 Assigned Employees | Lock & Notify | Lock

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Violet Nichols | Dollie Morris | Florence Mason | Ruth Rhodes

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Todd Burton | Gabriel Griffith | Leon Peterson | Isabel Warren

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Derrick Munoz | Lilly Warner | Grace Mullins | Nina Wallace | Katherine Carlson

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Willie Mendoza | Mario Roberson | Scott Briggs | Nannie Morton

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Callie Fletcher | Louis Arnold | Brent Abbott | Ann Stanley

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Lloyd Webb | Alan Christen | George Alvarez | Mike Maldonado | Curtis Gomez

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Elizabeth Rivera

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Hester Bradley | Frances Bush | Jonathan Davis | Lenora Ward

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Ian Berry | George Alvarez | Jeremiah Norris | Norman Miles | Owen Weber

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Bradley Grant | Claudia Jacobs | Bobby Sanchez | Allie Rhodes | Philip Williams

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Clarence Newton | Virgie Chavez | Leo Osborne | Elizabeth Fernandez

**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Hallie Cummings

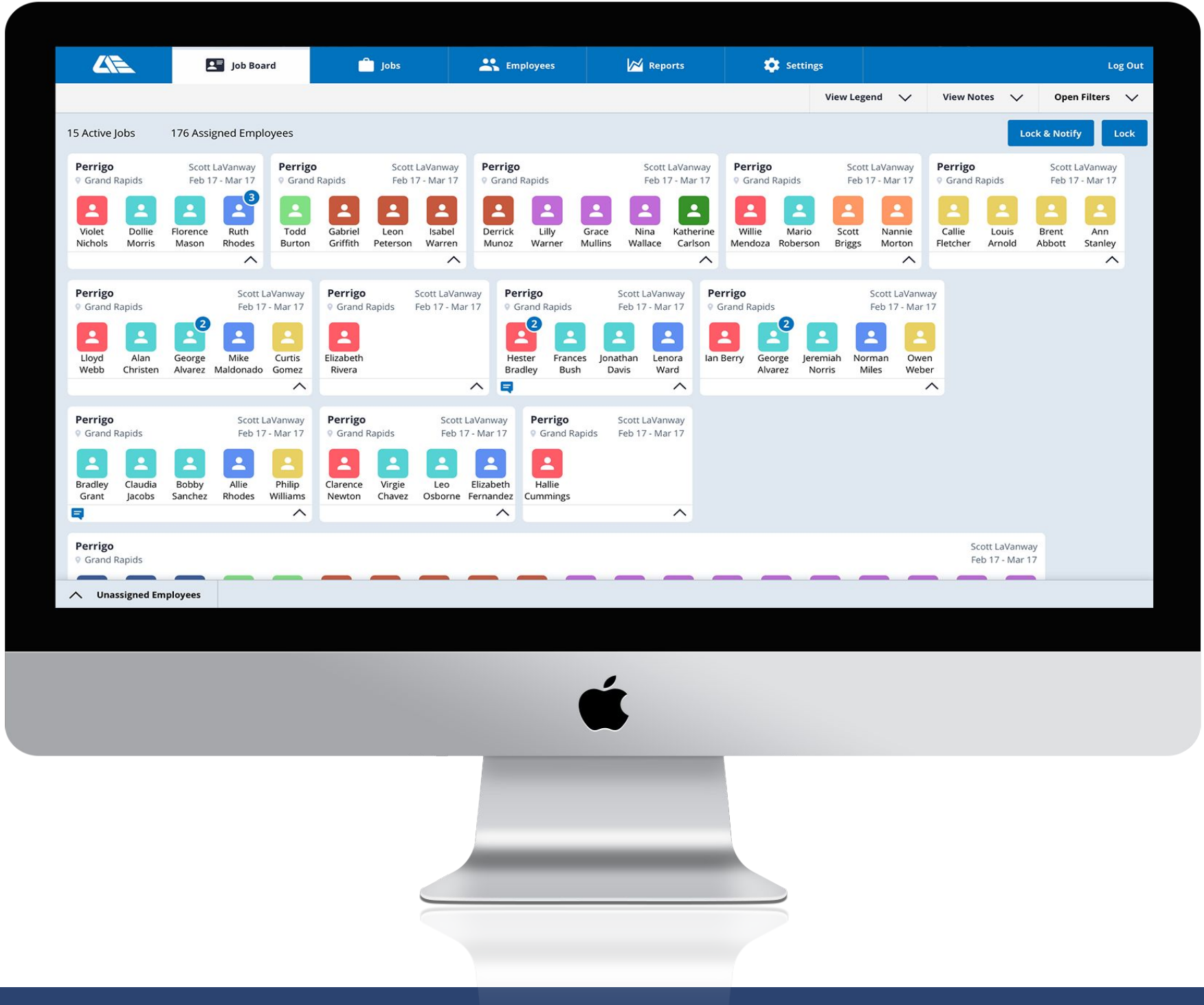
**Perrigo** | Grand Rapids | Scott LaVanway | Feb 17 - Mar 17

Unassigned Employees











The software interface on the screen displays the following information:

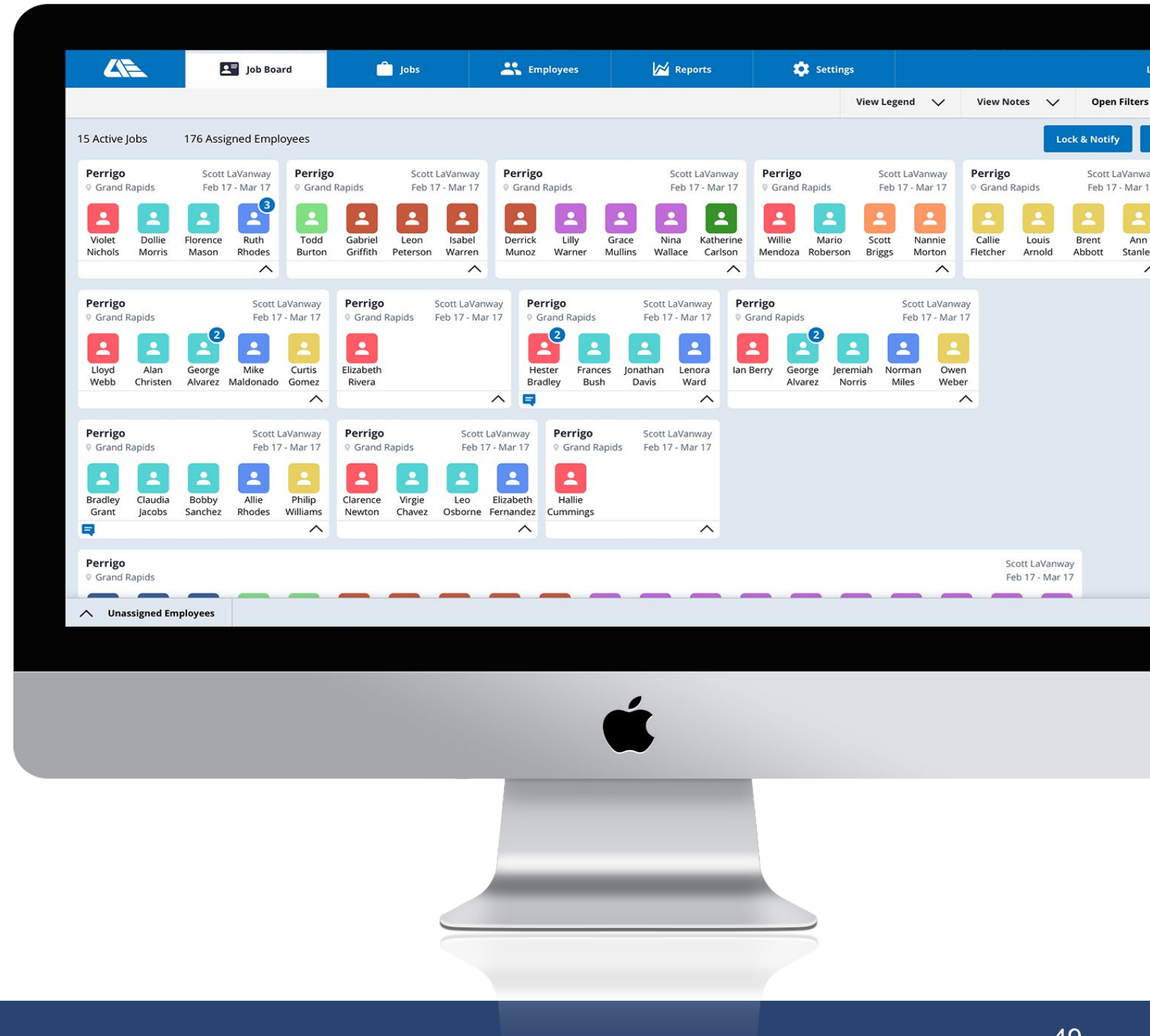
- Navigation Bar:** Job Board, Jobs, Employees, Reports, Settings, Log Out.
- Summary:** 15 Active Jobs, 176 Assigned Employees.
- Job Cards (Perrigo - Grand Rapids):**
  - Card 1: Scott LaVanway (Feb 17 - Mar 17), Violet Nichols, Dollie Morris, Florence Mason, Ruth Rhodes (3).
  - Card 2: Scott LaVanway (Feb 17 - Mar 17), Todd Burton, Gabriel Griffith, Leon Peterson, Isabel Warren.
  - Card 3: Scott LaVanway (Feb 17 - Mar 17), Derrick Munoz, Lilly Warner, Grace Mullins, Nina Wallace, Katherine Carlson.
  - Card 4: Scott LaVanway (Feb 17 - Mar 17), Willie Mendoza, Mario Roberson, Scott Briggs, Nannie Morton.
  - Card 5: Scott LaVanway (Feb 17 - Mar 17), Callie Fletcher, Louis Arnold, Brent Abbott, Ann Stanley.
  - Card 6: Scott LaVanway (Feb 17 - Mar 17), Lloyd Webb, Alan Christen, George Alvarez, Mike Maldonado, Curtis Gomez (2).
  - Card 7: Scott LaVanway (Feb 17 - Mar 17), Elizabeth Rivera.
  - Card 8: Scott LaVanway (Feb 17 - Mar 17), Hester Bradley, Frances Bush, Jonathan Davis, Lenora Ward (2).
  - Card 9: Scott LaVanway (Feb 17 - Mar 17), Ian Berry, George Alvarez, Jeremiah Norris, Norman Miles, Owen Weber (2).
  - Card 10: Scott LaVanway (Feb 17 - Mar 17), Bradley Grant, Claudia Jacobs, Bobby Sanchez, Allie Rhodes, Philip Williams.
  - Card 11: Scott LaVanway (Feb 17 - Mar 17), Clarence Newton, Virgie Chavez, Leo Osborne, Elizabeth Fernandez.
  - Card 12: Scott LaVanway (Feb 17 - Mar 17), Hallie Cummings.





# Features

- Fast, Easy Importing
- Custom Filters
- Mobile-Friendly, Web-Based Platform
- Custom User Settings
- Integration with our other tools







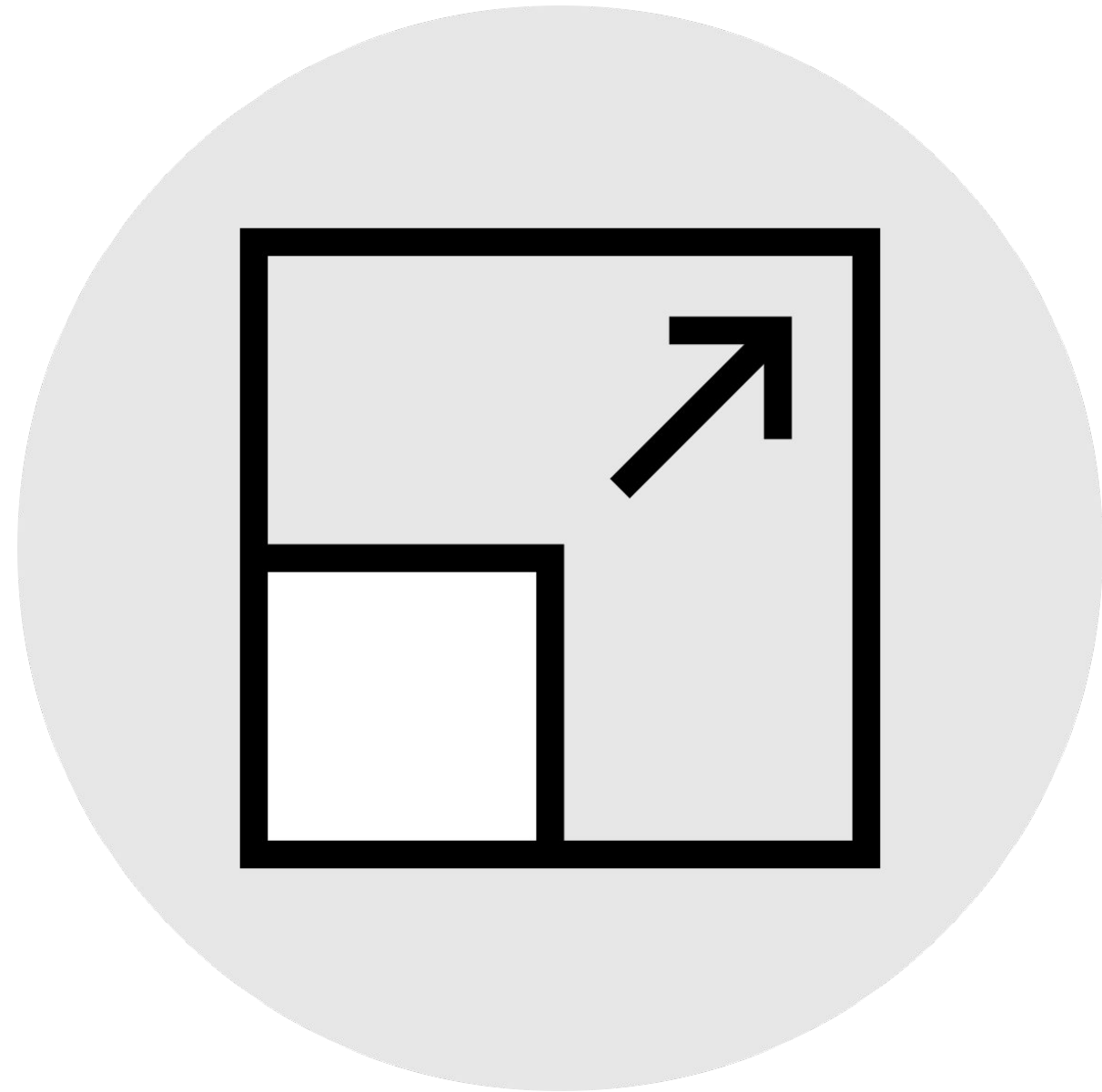


# Implementation, Feedback & Engagement

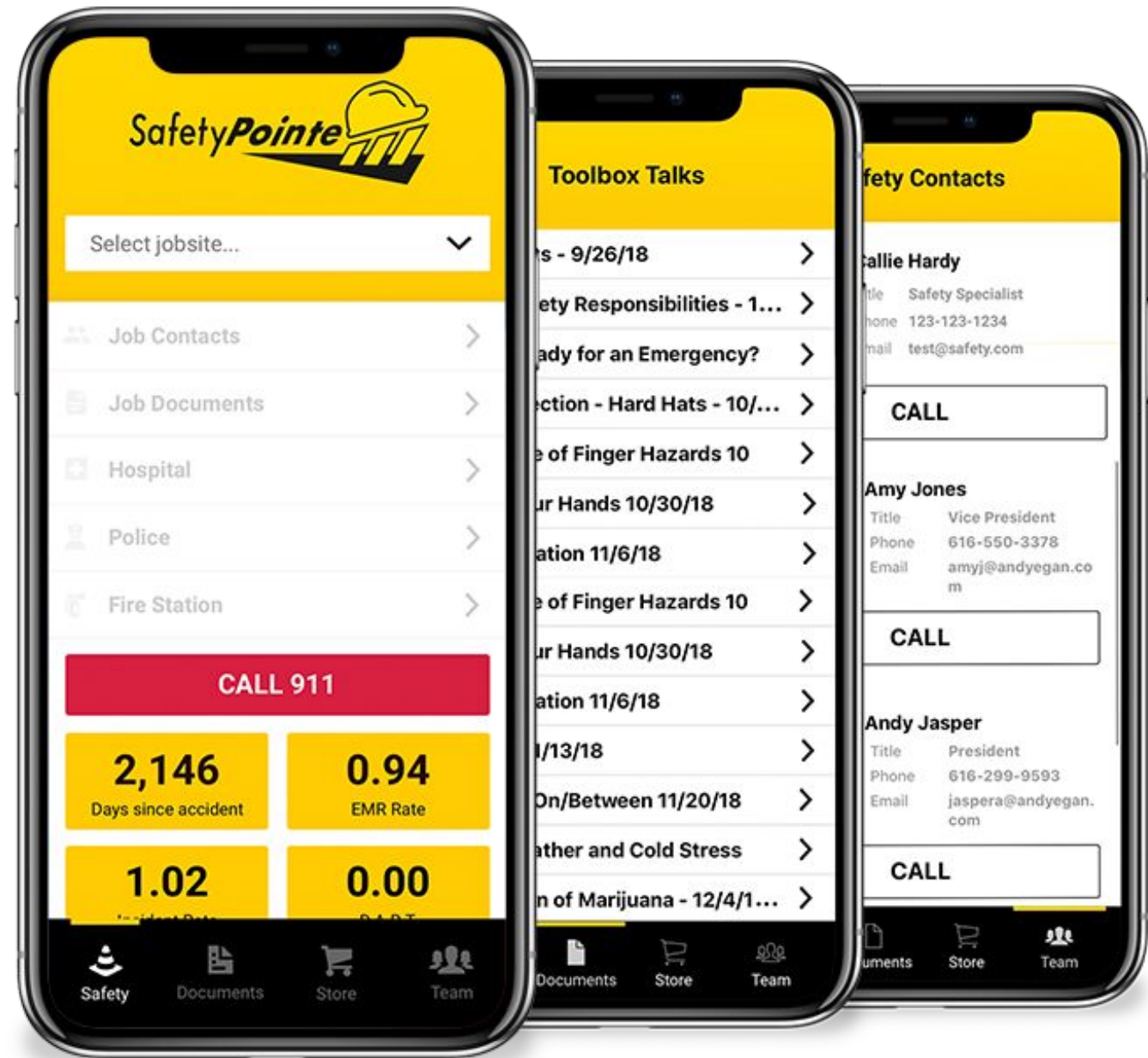




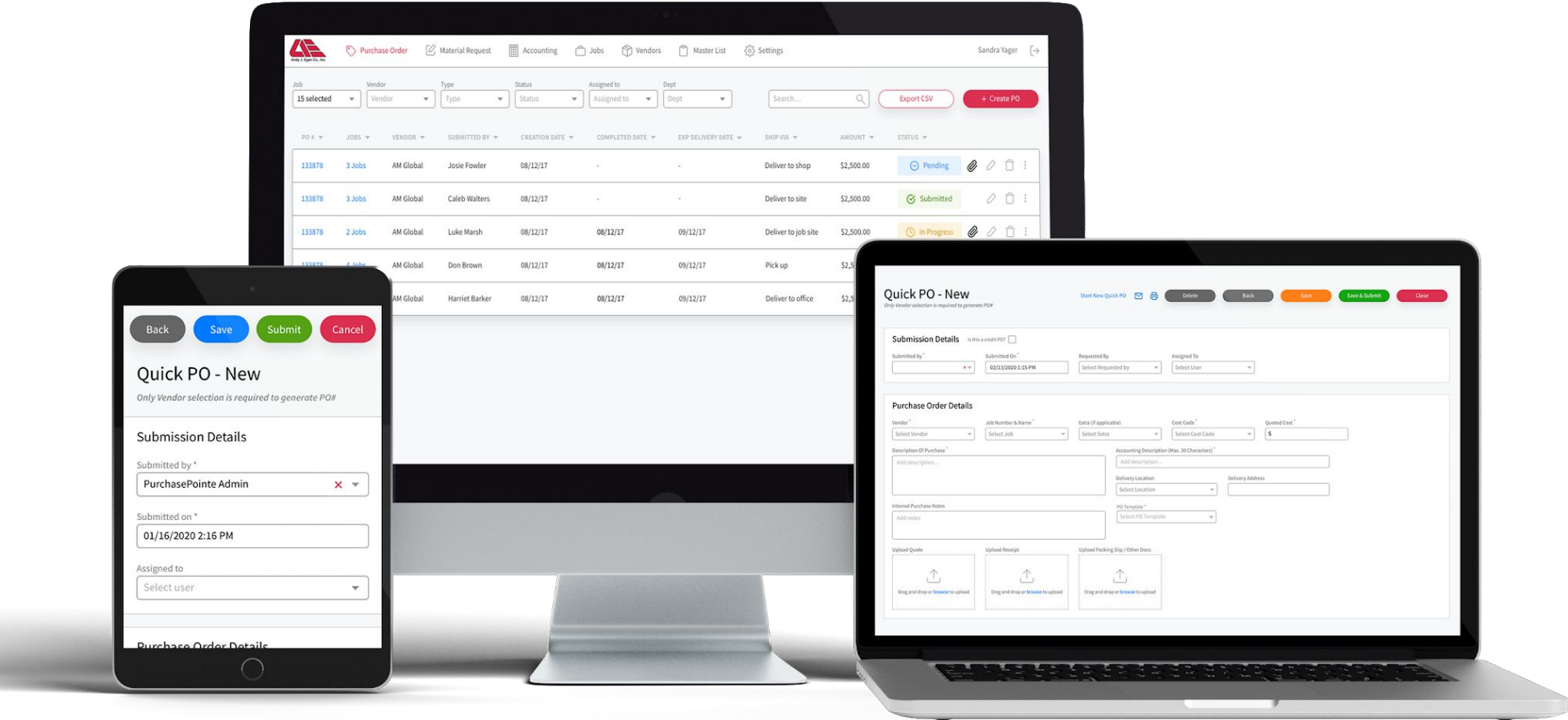
# Continuous Improvement



# SafetyPointe

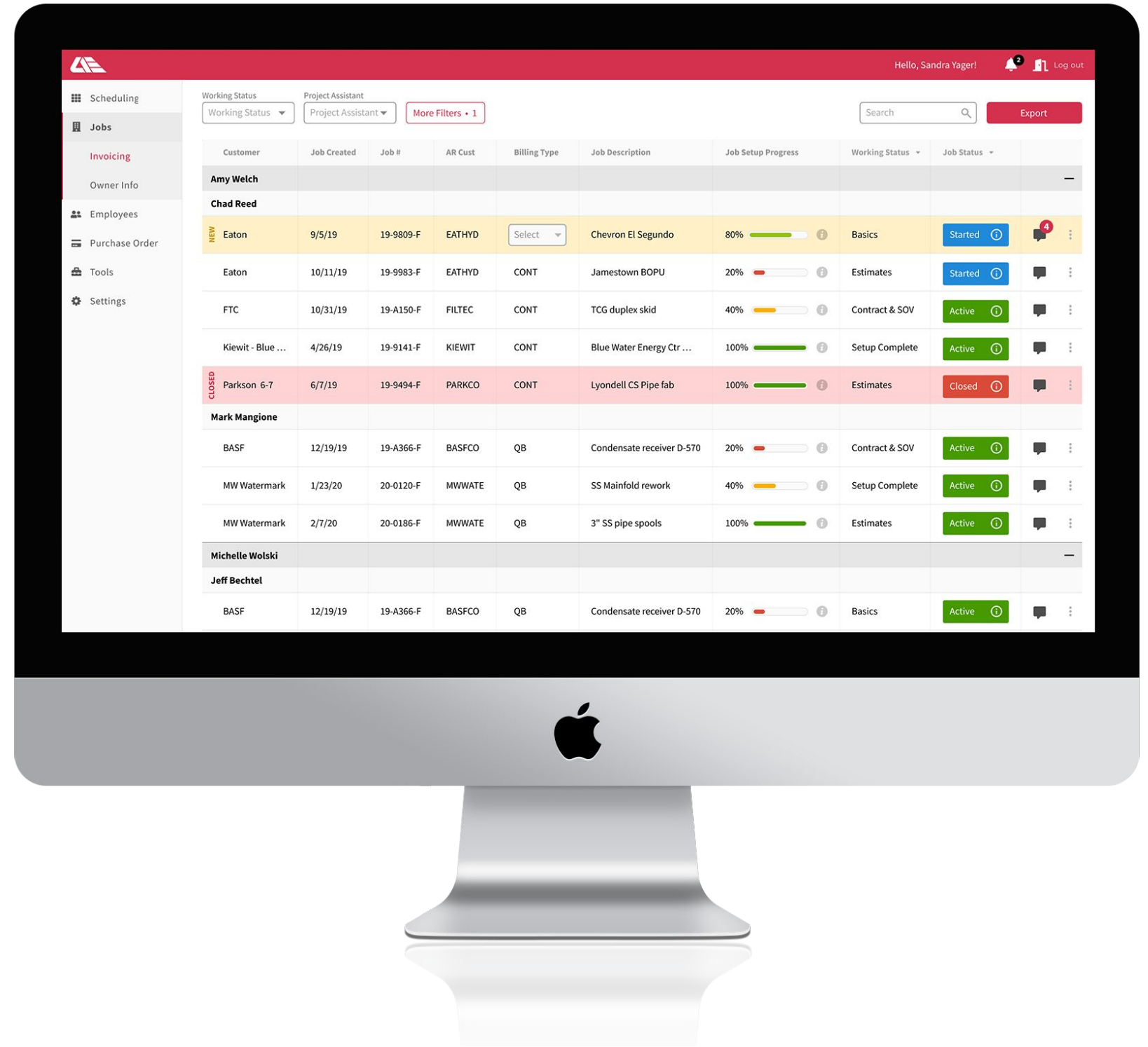


# PurchasePointe





# EganHUB



**It's 2020.**

**Why are we talking about scheduling?**



Because it's still a struggle  
for a lot of companies!





# Pain Points



**Missed Schedules**

**Double Booking Employees**

**Labor OVERRUNS**

**Material OVERRUNS**

**No Forecasting**

**Missed Margins**

# Are you investing in automation?



Your crew is ready





# COVID-19 Created an Opportunity



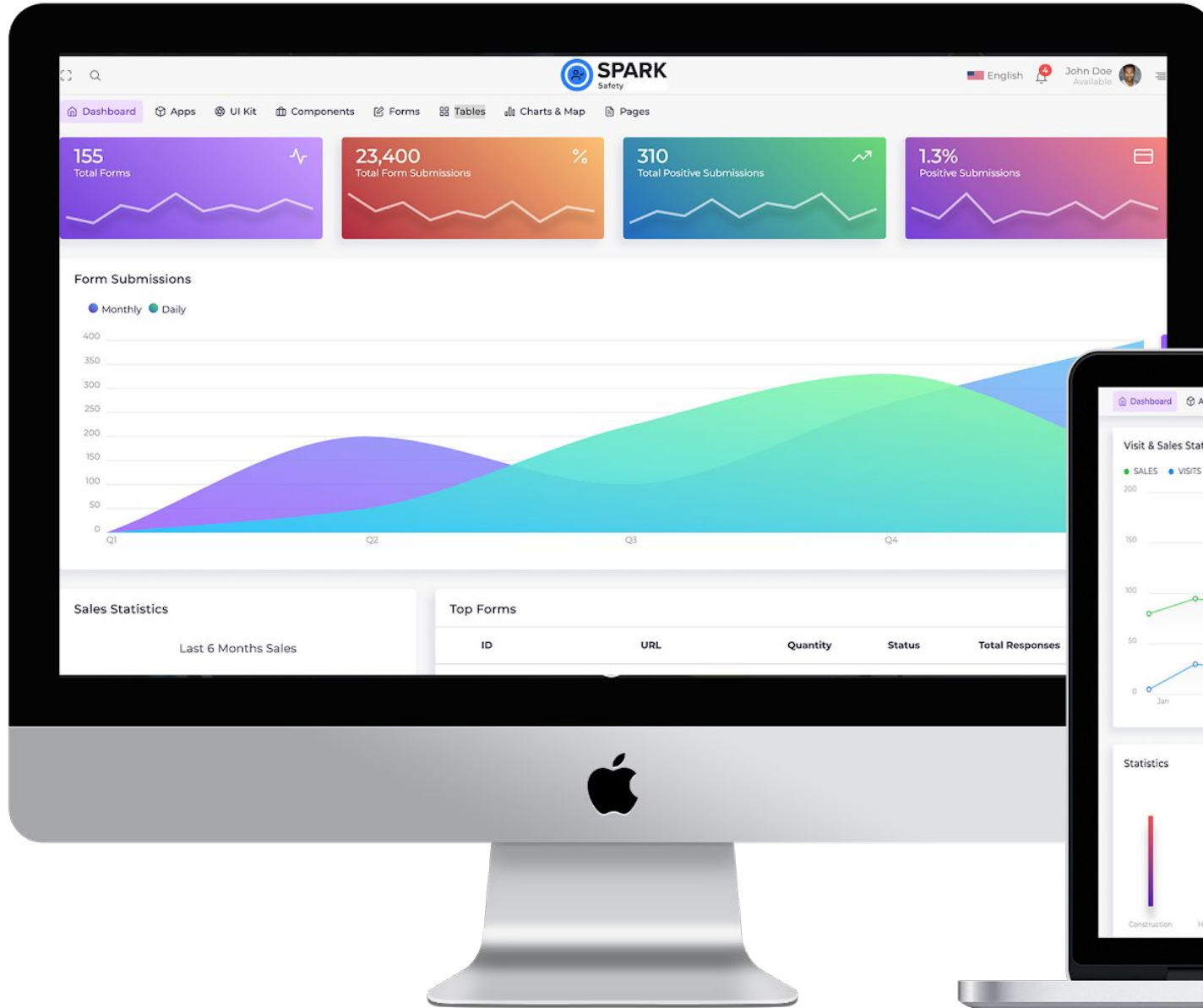




**Easy - Fast - Simple**







# What did we learn?

Technology adoption is getting **easier** in construction

Team members are willing to **use their own devices**

Data can be **entered daily**

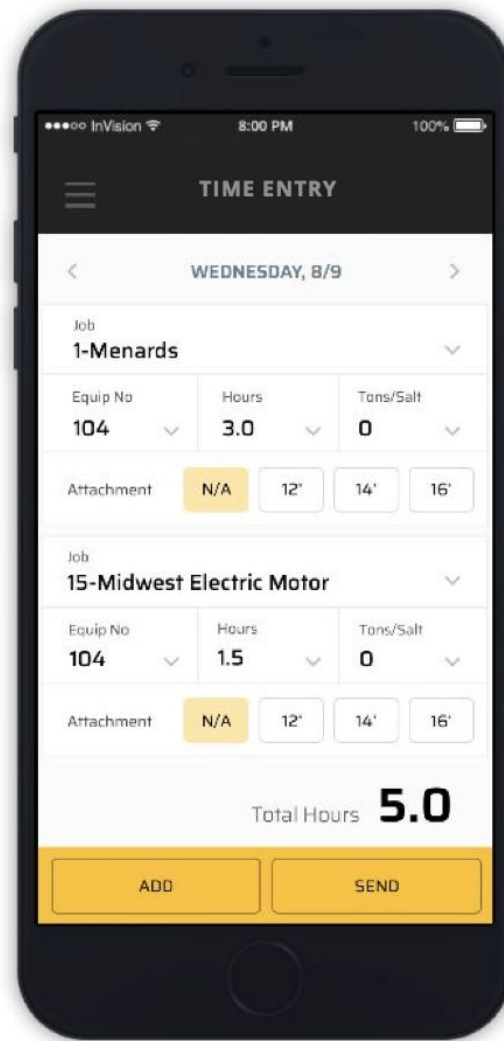
It works when it is **Easy, Fast & Simple**



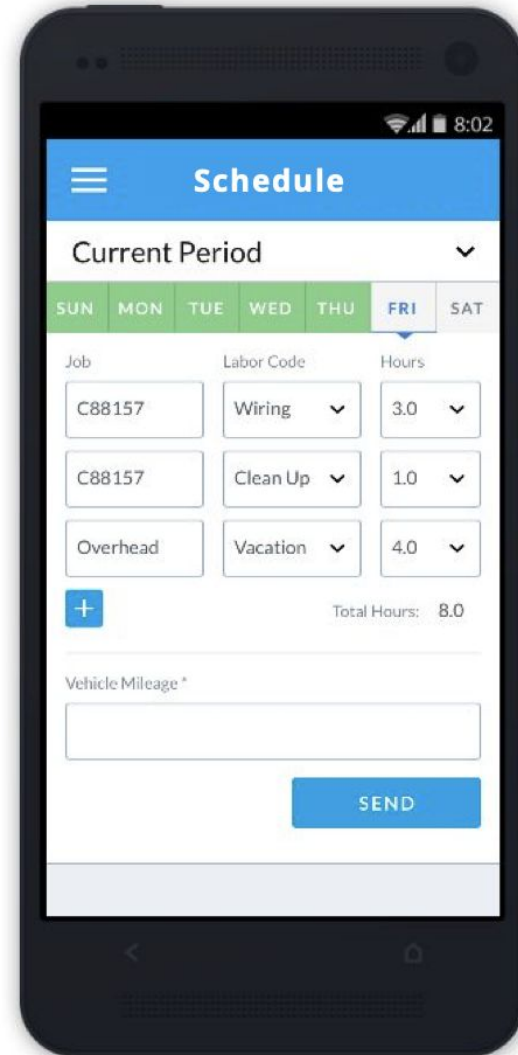
# 5G Network is Here 10-100x Faster Than 4G/LTE



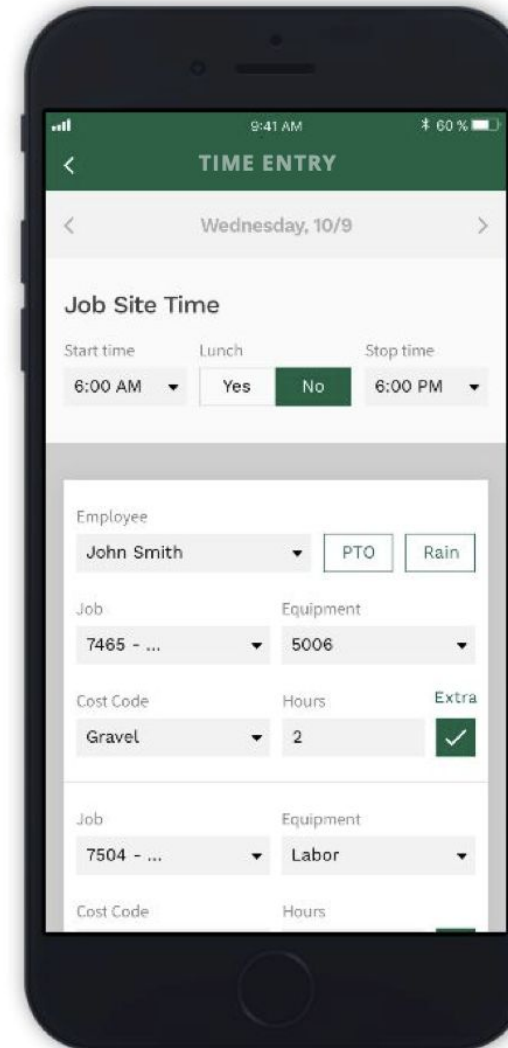
# “Time Entry” is now “Data Entry”



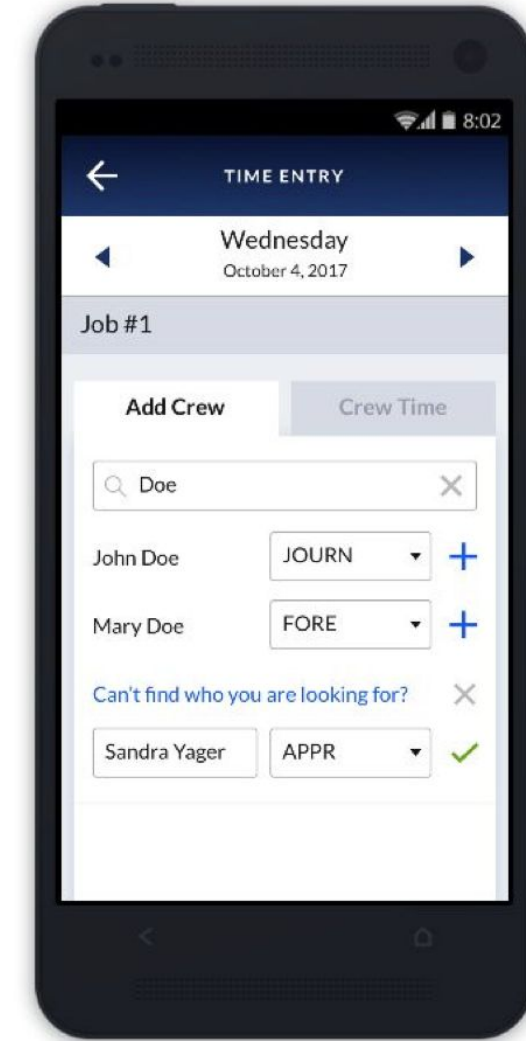
Equipment, Maintenance & Quantity



Multiple Jobs

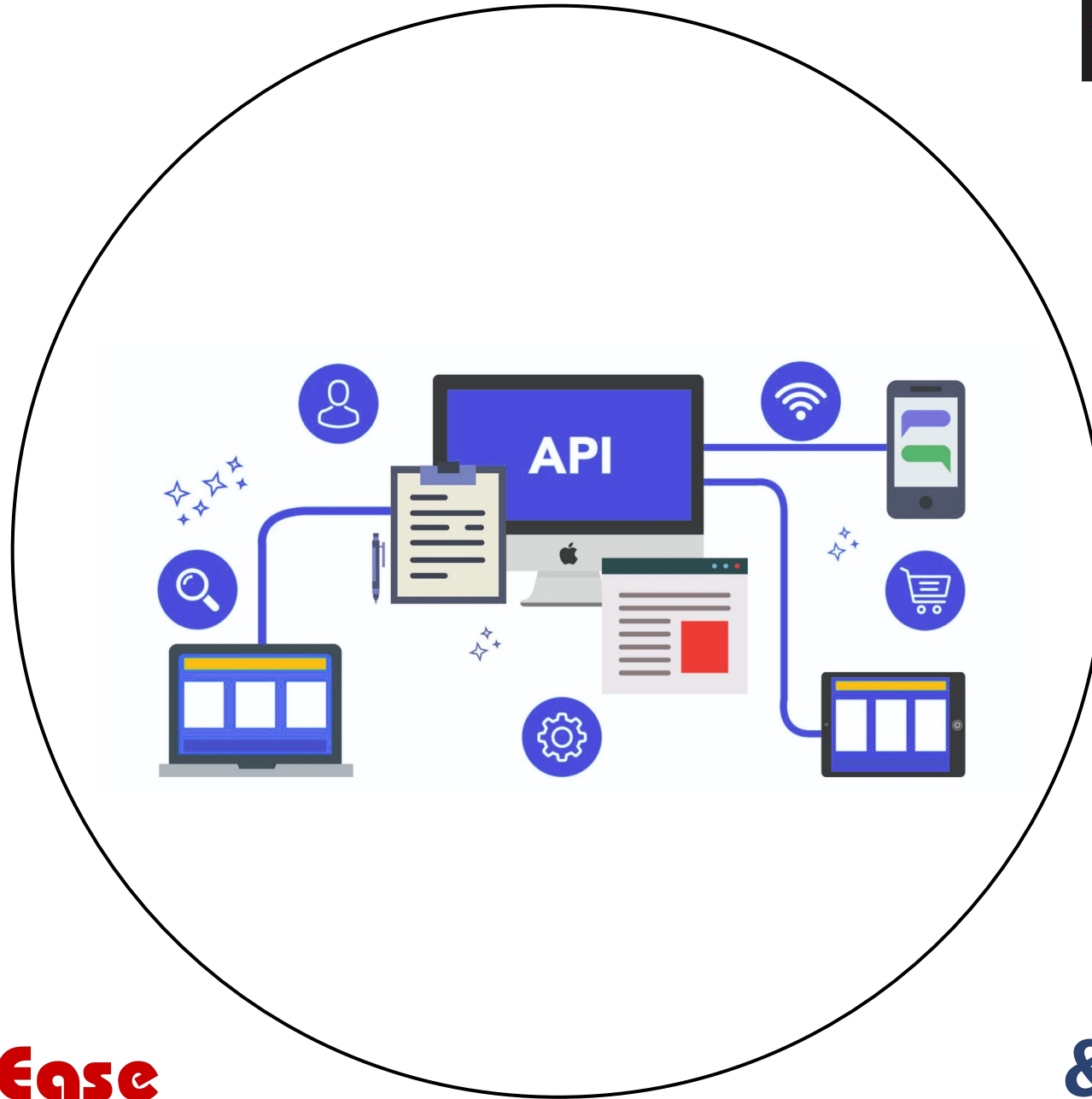


Cost Codes & Multiple Jobs



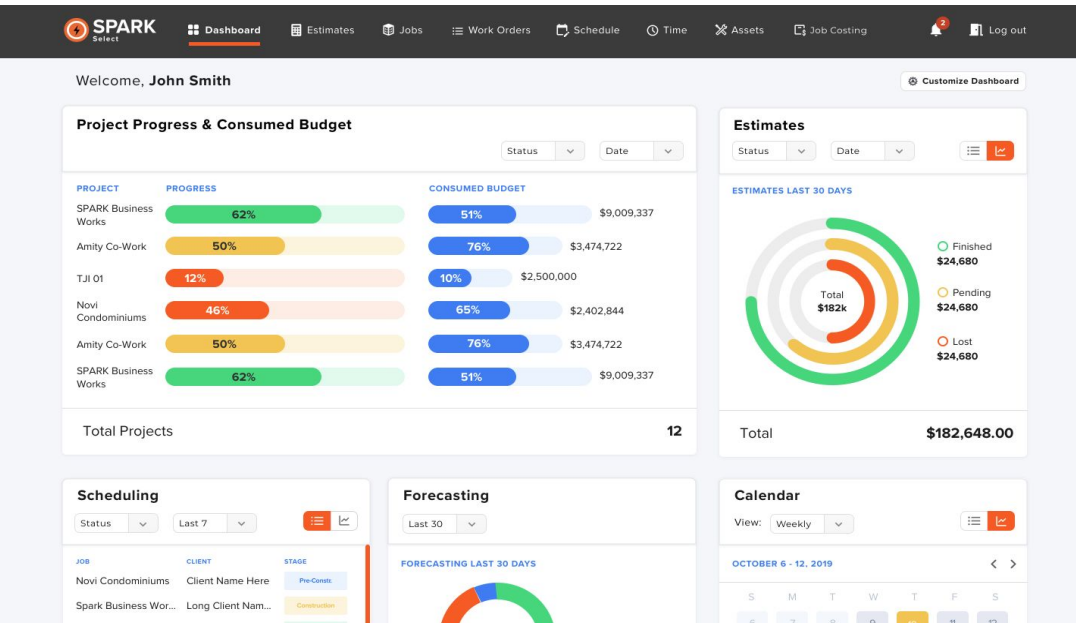
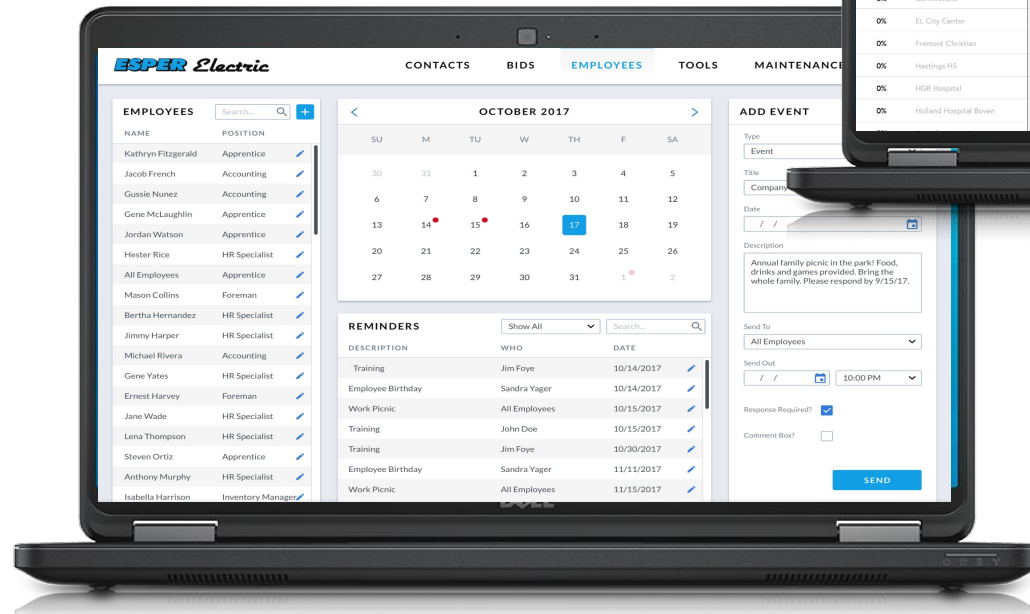
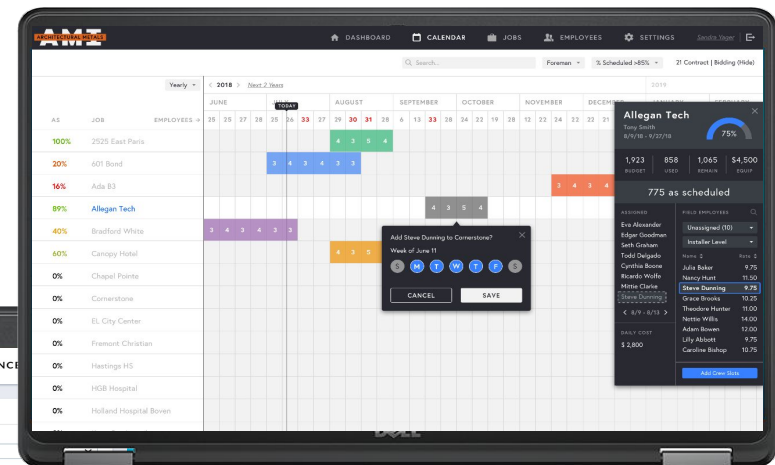
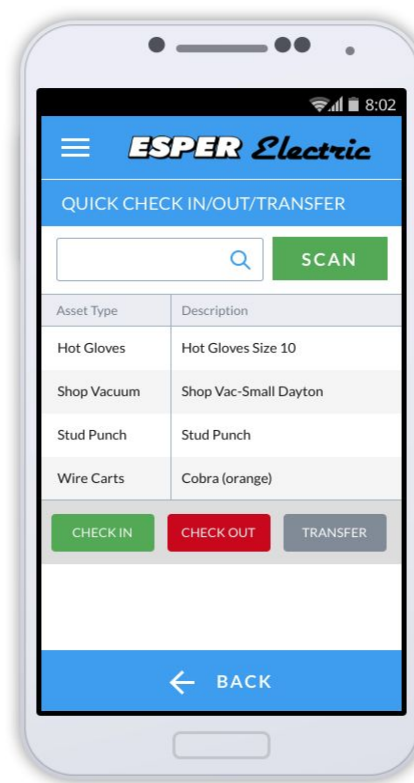
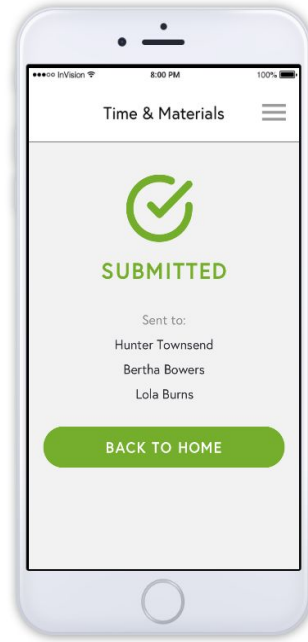
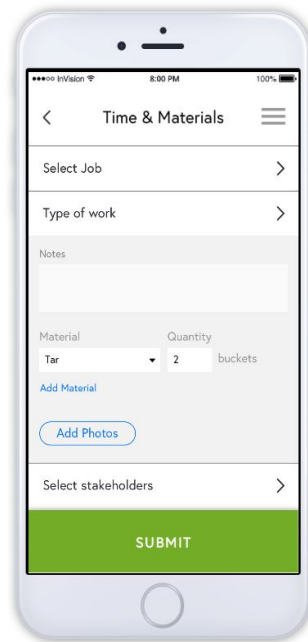
Team Entry

# You can integrate with your existing software

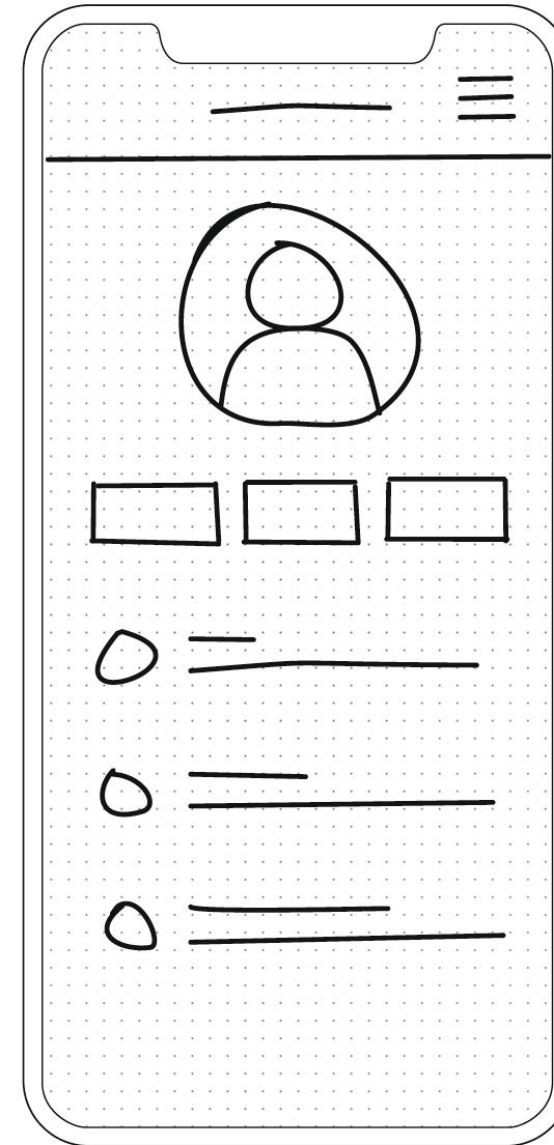


& more!





# Start simple



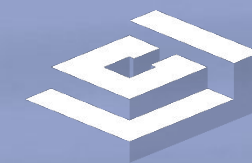
[Get Wireframe Templates](#)







# Final Thoughts



# Investing in Custom Software

## **Pros:**

- Customization
- EXACTLY what you want
- Evolves as you do
- Own as an asset

## **Cons:**

- Only blame yourself if something doesn't work
- Front-loaded investment





# Estimating Your ROI

**1**

**Direct Cost Savings**

**2**

**Indirect Cost Savings**

**3**

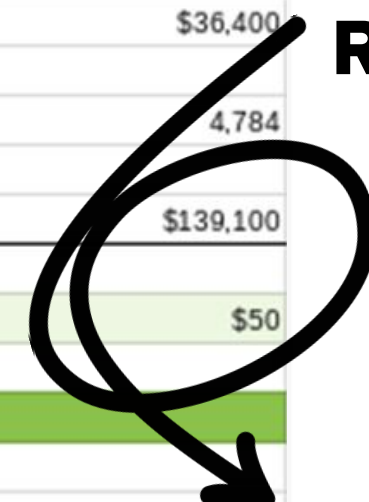
**Increase Revenue**

**4**

**White Labeling**

ROI Worksheet				
TIME SAVINGS - GENERAL OPERATION				
Function	Hrs Currently Spent (weekly)	Estimated Hrs Spent (weekly)	# of Employees Impacted	Annual Cost Savings
Scheduling (8 Employees)	8.00	4.00	8.00	\$83,200
Managing Scheduling Issues / Double booking (1 per week)	4.00	0.00	1.00	\$10,400
Who's Available? (1 per week)	2.00	0.50	1.00	\$3,900
Looking up job numbers	0.50	0.25	8.00	\$5,200
Asset Tracking (Where is it, Who has it)	2.00	0.25	8.00	\$36,400
			Total Yearly Hours Saved	4,784
			Total Annual Estimated Savings	\$139,100
			Average Rate	\$50
OTHER BENEFITS				
Improved billing on Time & Material Jobs				
Knowing where all guys are at in real time				
Knowing how long the guys will be on the job				
Knowing exactly what tools are on which jobs				
Knowing when tools will be available				
Improving accuracy of inventory/tools on jobs				
Who is not working and available to work				
Improved forecasting				
More time for team to work on higher greater value items				

**Our Own  
ROI Worksheet**



**\$140k in yearly  
time wasted!**



# Make the Business Case for Your Custom App

**ROI Estimating Tool**

**Time Savings - General Operations**

Function	Hrs Spent	# Impacted	Annual Cost Savings
Scheduling (8 Employees)	8	8	\$83,000
Managing Scheduling Issues	4	1	\$10,400
Who's available?	2	1	\$4,000
Looking up job numbers	1	8	\$5,000
Asset Tracking	2	8	\$36,000
<b>Total Annual Savings</b>			<b>\$140,000</b>

**SPARK Business Works**



[Get ROI Estimating Tips](#)



[Get ROI Estimating Calculator](#)



# What can YOU do?

# Free Stuff!



**SPARK**  
Safety

Free self-declaration and alert system for COVID-19.

[EasySafetyForms.com](https://EasySafetyForms.com)



**SPARK**  
Business Works



ConTech insights and free business tool downloads.

[SPARKBusinessWorks.com](https://SPARKBusinessWorks.com)

[SPARKBusinessWorks.com/Construction](https://SPARKBusinessWorks.com/Construction)

# Q&A







**22<sup>ND</sup> LCI CONGRESS**  
**OCTOBER 19-23**



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# Contact Us

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**OCTOBER 19-23**

**Thank you for attending this presentation. Enjoy the rest of the 22<sup>nd</sup> Annual LCI Congress!**