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Implementing any company-wide project management system successfully in a construction company has more to do with training, change management, follow-up, and general “People Processes,” than it does with features or technical innovation.

The problem really has several causes and it is important to understand these reasons before moving forward with an implementation.

Industry: There is a minimal amount of standardization across the industry when it comes to project management tool. Combined with the industry’s lack of structured training for project managers, this leads to each project manager having to essentially build their own tools; picking up new tools from job to job throughout their careers.

Company: Very few contractors have a structured project management system in place. Fewer have a structured training program in place for when project managers are hired or promoted. Project managers are typically just sent “into the woods” to figure it out. By nature, good project managers are problem solvers so they turn to their “tool bag” that they have built over the years. A typical contractor with several project managers has at least that many ways of managing the projects.

Choice: Project managers almost always have a choice in how they choose to execute the mechanics of their job. When presented with a change (new project management system), they almost always have the ability to send out the RFI with their old spreadsheet “just one last time.”

Timing: Combined with choice, this is the final killer for most project management system implementations. Phrases like “We’ll get started with this on the next project...” or “If they just build in this one feature...” or “There is this bug and working around it is a pain...” are all said with good intentions, but they lead to implementation failure. For as much pressure as there is on project management, there are not the same regular time constraints that there are on positions like payroll.

When a new payroll system is implemented, the decision is made and regardless of timing, missing features, or bugs, the decision is the equivalent of jumping off of a cliff. The payroll team has approximately 5 days to figure out all the problems and get payroll out. This is NEVER a pleasant time for the payroll team, but they all get through it and the new system gets implemented. If project management system implementations were treated this way, more of them would be successful.

Follow-Up: Without a standardized system built on a database instead of a random assortment of individual documents, it is impossible for senior managers and company owners to verify that everyone on the team is following the new system. The payroll staff



can only avoid doing their job for a few days before there will be a LOT of unhappy people that will make the problem obvious. A project manager can work for weeks, even months, without someone noticing that they are not following the processes of a new system. The verification systems are just as important as the system itself and the training.

***There are few things more challenging,
and with a better ROI, than the full
implementation of a standardized
project management system.***

The Opportunities and Challenges of Implementing Spectrum™ for Operations and Project Managers

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Why Change?

This is probably the most commonly asked category of questions. This comes in several forms –

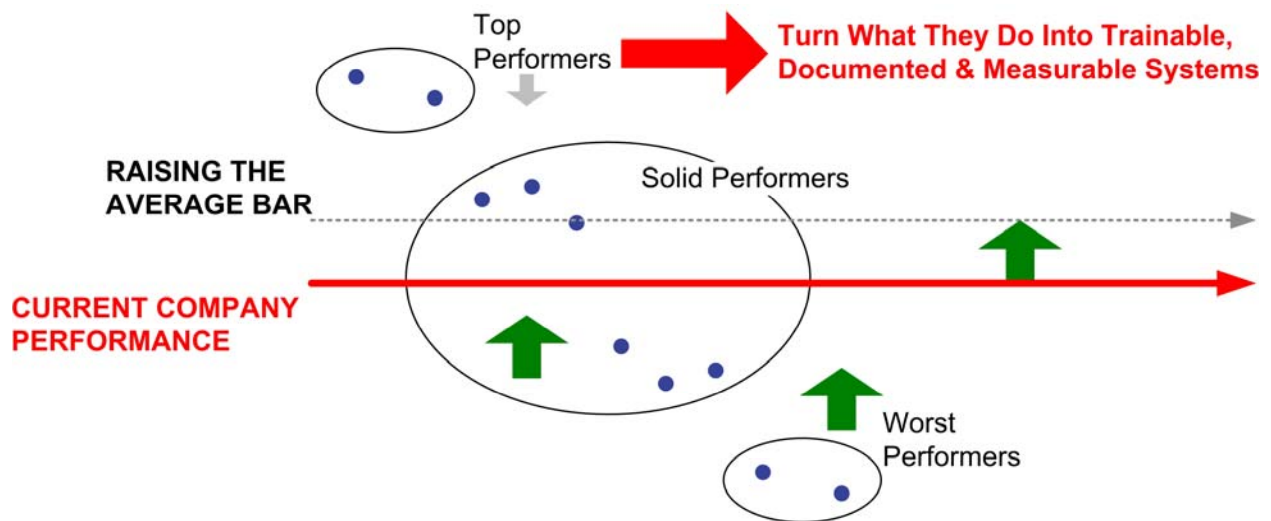
- We are making money as it is – why change? (Owner / Senior Manager)
- I already have a system that works – why change? (Project Manager)
- I'm already overloaded as it is and don't have time to change – why change? (Everyone)
- The system I created myself has more flexibility and is better than this one – why change? (Top Performers)

These are all good questions and they are best answered with a secondary list of questions –

- Do you really believe you are making as much money as you could?
- How much variation is there in the profitability of your projects from best to worst?
- How much variation in performance is there between your project managers?
- If you could minimize that variation, do you think your overall performance would increase?
- How many steps do you currently have to go through to dig into the details of a change order, including supporting documents, when you are reviewing the Work-In-Progress schedule?
- Would you settle for your top performers being slightly less efficient if it meant that the overall performance of the company were increased due to standardization?
- Have you ever gone into a claim situation and realized your project documentation wasn't as good as you thought it was? How much did that cost you?
- Have you ever missed a change order opportunity because of poor documentation?
- Do you have trouble teaching a new Project Manager or Project Engineer how your company does things because everyone does it so differently?
- Have you ever had to switch Project Managers mid-way through a project and seen the problems encountered as the new PM comes up to speed?

- ❑ If you could realize a PM was falling behind in their paperwork earlier, would that alleviate any problems?
- ❑ If you could add and train new PM's faster, what impact would that have on your business?

Improving company performance levels IS NOT about improving the performance of top performers. It is about creating processes and systems that can help narrow the gap between the top performers and worst performers.



Most people do not think of the work they do in terms of a process with a series of individual, discrete steps. Star performers always have their own systems that are working well, even if they cannot articulate them as a process.

When a different system is presented, it is usually reviewed by the top performers, and their reaction is typically negative because it does not have all the features or flexibility they are use to. Unfortunately, many standardized project management system implementations have failed because of this very thought process.



Overall, a company is better off if their top performers suffer a slight loss of productivity by going to a standardized system, because the standardization will significantly improve the performance of everyone else on the team.

The biggest benefit a company will find when using a standardized system like Forefront is that the workflow processes that the top performers use can be clearly measured.

Processes vs. Software

There is no magic solution to these problems. The solution is not the next piece of software. The fact is that software has very little to do with the success of a standardized project management system. Unlike the complex software that manages supply chains and inventory across the globe for a just-in-time manufacturing operation like Dell, the basics of project management are relatively simple.

Successful project management is mainly about being a good leader (software can't help) and about staying on top of the hundreds of balls that are in the air at any given time. Staying on top of these balls generally involves making lists of things – RFI's, changes, correspondence, punch lists, etc. and then following through on each of these action items until they are completed.

This is a relatively simple application for a database and, of the industry software, performs far better than the separate documents and spreadsheets that are the norm.

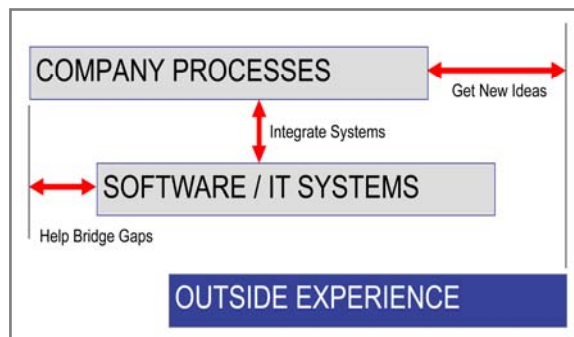
The far more important piece of the implementation, and where failure occurs, is in the lack of defining the company processes.

Too many times people want to get caught up in the features of individual software, including spreadsheet applications.

The challenge is in clearly understanding what the company processes are that lead to a successful project, and then seeing how software can streamline that process.



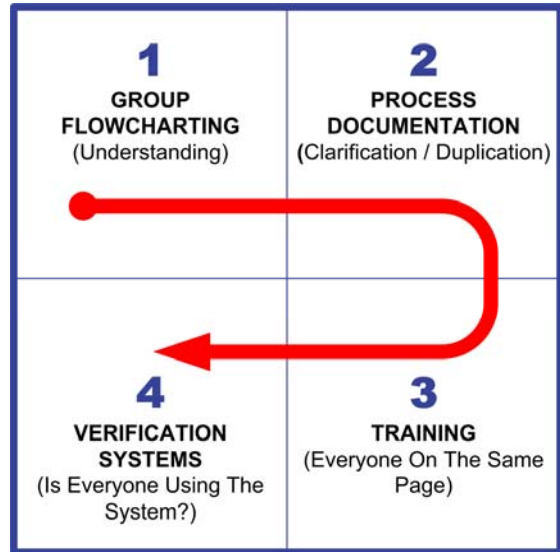
The desire to jump right into software training is a natural tendency, but will ultimately lead to a poor implementation.



The Four Phases of Successful Implementation

A successful implementation of a new system has four distinct phases – the third one being training. Failure to follow this process of implementation will typically result in performance far below what was expected. Blame will be spread around, focusing on the training quality, software features, and even the performance of the project team.

This four-phase process seems a lot slower in the beginning, but in the end, it is a lot more effective, much faster, and also much cheaper.



1. **Group Facilitation:** Starting with a group of stakeholders in the project, it is important to get everyone’s ideas out on the table. This helps bring everyone together in alignment, and if outsiders are going to help with the implementation, it will help them understand the company processes and dynamics of the group.

This phase is complete when everyone agrees to a basic flowchart of the process, timeline, responsibilities for different parts of the process, and a simple bullet-point description of the process. For a simple process like an RFI, this will be a couple pages in length.

2. **Process Documentation:** This is very tedious and time consuming. It is the process of filling in all the details for a particular process such as processing an RFI. During phase 1, everyone agreed to the general workflow and responsibilities. This phase adds in the details, such as how to write the RFI, when it should be written, tactics for successful wording of the RFI, linking the RFI to changes, specific format and templates for attached sketches, how to name any file attachments sent with RFI’s, etc.

This is a dynamic process with drafts circulating among the same team that was part of the group facilitation constantly getting their buy-in, and using their feedback to help resolve details. If details are not resolved at this stage, then training will be ineffective and implementation will suffer, because people will run into problems and resolve them in different ways.

This documentation should be in several formats, depending on what exactly the process is, including a written process that can go in a binder, online video, and possibly as a slide presentation for training in larger groups.

Having your company documented at this level of detail will improve current performance, will make hiring and training new team members much easier, and also significantly increases the value of a company.

- 3. **Training:** If phase 2 was done properly, this should be very easy. A good portion of the team will likely have already been playing around with the new process. Training will be more about hands-on resolution of problems, such as set up issues and about why the process needs to be done, as well as the details about how to do it better.

How to fill out an RFI in any system is EASY. When, why, and how to write an effective RFI that improves customer relationships, boosts field productivity, and secures both change order revenue, as well as additional contract days is IMPORTANT.

- 4. **Verification:** Quite simply put – even if you execute phases 1-3 perfectly, there will still be people who will not follow the new system, either intentionally or unintentionally. The biggest value a project management system based on a central database has over the individual spreadsheet applications is the ability to run cross-company reports and see who is and is not doing their job.

Could you imagine trying to manage cash flow if every project manager kept a separate accounts receivable spreadsheet for each project?

When the process is being designed, some quality control methods should be figured out, which will often require building of simple queries into the system database. These queries are all relatively simple, with most software providers having solid capabilities for using 3rd party reporting tools, such as Crystal Reports or linking into the data with Excel.

“People don’t do what you EXPECT; they do what you INSPECT.” – Lou Gerstner, ex-CEO of IBM

A simple example of this is shown below to verify if people are filling out Daily Logs and having weekly Production / Safety meetings. The report simply looks at each job and the hours worked each day during the week.

The quality control logic is simple: (1) If there were man hours on the job for the day, then a Daily Log should have been filled out. (2) If there were man hours for the week, then there probably should have been a Safety and Production

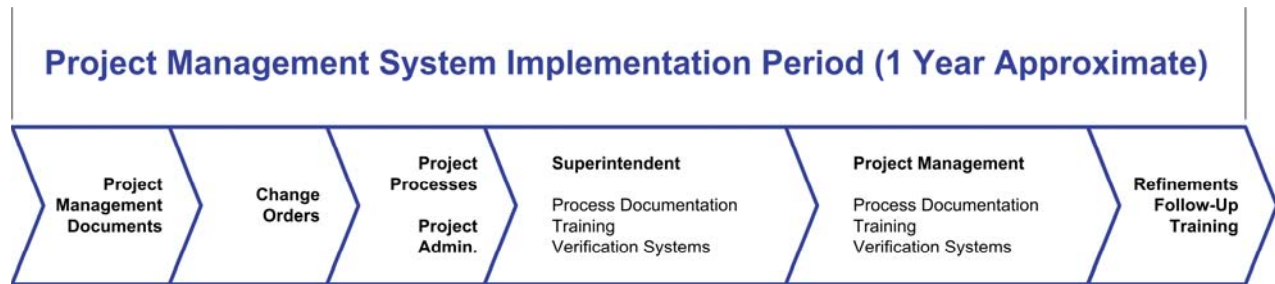
ABC Construction				Daily / Weekly Project Record Verification											
				WEEK ENDING: 08/06/06											
This report is to be run weekly with payroll. Any days on the jobsite that have man hours need to have a job log entry associated with them. Any missing job logs that are missing will be shown highlighted red.															
JOB #	DESCRIPTION	PM	SUP	P	7/31	8/1	8/2	8/3	8/4	8/5	8/6	WEEKLY			
					M	T	W	T	F	S	S	HOURS	MTGS		
12345	Project 1	JOHNNY PM	SAM SPEED		8 D	2 D						10	P S		
12345	Project 2	JOHNNY PM	JOE JUST RIGHT		8 D	8 D						16	P S		
12345	Project 3	JOHNNY PM	TOM TOO FAST	X	3							3	P S		
12345	Project 4	JOHNNY PM	OLIVER OVER-BUC		20 D	20 D	20 D	20 D	20 D			98	P S		
12345	Project 5	JOHNNY PM	JOE JUST RIGHT		26 D	26 D	26 D	26 D	26 D			128	P S		
12340	Project 6	MICK MANAGER	TOM TOO FAST	X	13 D	13	13 D	13 D	13 D			63	P S		
12345	Project 7	MICK MANAGER	OLIVER OVER-BUC	X	19	19	19 D	19 D	19 D			94	P S		
12345	Project 8	MICK MANAGER	JOE JUST RIGHT	X	8	5						13	P S		
12345	Project 9	MICK MANAGER	TOM TOO FAST	X	22	22	22 D	22 D	22 D			109	P S		
12345	Project 10	MICK MANAGER	OLIVER OVER-BUC	X	9 D	9 D	9 D	9 D	9 D			46	P S		
12345	Project 11	MICK MANAGER	JOE JUST RIGHT	X	4 D							4	P S		
12345	Project 12	MICK MANAGER	TOM TOO FAST	X	19 D	19 D	19 D	19 D	19 D			97	P S		
12345	Project 13	MICK MANAGER	OLIVER OVER-BUC	X	7							7	P S		
12345	Project 14	MICK MANAGER	JOE JUST RIGHT		17 D	17 D	17 D	17 D	17 D			85	P S		
12345	Project 15	MICK MANAGER	TOM TOO FAST	X	27 D	27 D	27 D	27	27			135	P S		
12345	Project 16	MICK MANAGER	OLIVER OVER-BUC		8 D	8 D	6 D					22	P S		

meeting.

The report is simple enough – **RED = BAD!** Fix it! Reports like this should be built for all critical processes. For some processes, it only takes a few weeks of monitoring before everyone gets into a habit and then the verification process can be used only for spot checking.

PM System Implementation Timeline

A realistic timeline for most companies is one year, as shown below. This is a successful approach and focuses on building a strong foundation before moving to the next level.



1. **Project Management Documents:** While this may seem minor, it is one of the biggest barriers to people switching systems. All documents that come out of the new system should be as-good-as and, if possible, better than the existing project management documents being used. For more details see attached list of suggested project management document modifications.
2. **Change Orders:** Picking one process that cuts across all areas of the organization, and following the four phases of implementation thoroughly, will allow the team to get use to the process. It will allow you to see the team dynamics regarding a new system. Being successful at this single process will not only boost the bottom-line and cash flow, but will also create the foundation on which the rest of the implementation will be built.
3. **Project Processes:** At this stage, the team agrees to a general list of processes, including responsibilities that are used to successfully build a project. This provides the framework that the following stages of implementation are built on. An example of this list is on the next page.
4. **Project Administration:** With any project management system, there will be setup issues, creating directories, project information, etc. These processes need to be defined first, and put in place prior to rolling out the system to the next group of people.
5. **Superintendent Processes:** These are usually a subset of the entire project processes, and many of them are shared with the Project Manager, including RFI's, Speed Memos, and Job Cost Reporting. By focusing on these processes first and following the four-phase implementation plan, everyone on the project team will be using the system for the basics.
6. **Project Management Processes:** This simply builds on the existing processes, adding in things that may be specific to project managers, such as subcontracts and submittals.

7. **Refinement:** At the end, a lot will be accomplished, but there will definitely be changes and additions that are needed.

The timeline shown at approximately one year will vary depending on the complexity of the system being implemented, the company's size, geographic location(s), complexity, and how receptive the overall team is to change.

It is recommended that the first step you take is to outline all of the things you do as a company to manage projects. Make a list similar to the one below with responsibilities, and then start working on standardizing and streamlining them, giving priorities based on ROI.

PROCESS	NUMBER	SUP	PM	PA	EST	ACCTG
Project Setup	PM-01			X		X
Subcontracts & Purchase Orders	PM-02		X	X	X	
Project Kick-Off Meeting	PM-03	X	X	X	X	
Budget Setup	PM-04		X	X	X	
Project Schedule	PM-05		X			
Invoice Approval	PM-06	X	X	X		X
Scope Change (Change Orders)	PM-07	X	X	X		
Change Order Processing	PM-08			X		
Sub Change Processing	PM-09			X		
Daily Job Journals	PM-10	X	X	X		
Production Meetings	PM-11	X				
Safety Meetings	PM-12	X				
3 Week Schedules	PM-13	X				
Project Meetings	PM-14		X			
RFI	PM-15	X	X		X	
Speed Memos	PM-16	X	X	X	X	
Transmittals	PM-17	X	X	X	X	
Submittals	PM-18		X	X		
Custom Issues (Doc Logging)	PM-19		X	X		
Job Cost Reports	PM-20	X	X	X		
Progress Billings	PM-21		X			X
Monthly Projections	PM-22		X	X		X
Project Close-Out Meeting	PM-23	X	X	X	X	
Project Record Verification	PM-24			X		
Job Setup Review	PM-25			X		
Change Setup Review	PM-26			X		
Image Scanning	PM-27	X	X	X	X	
File Management	PM-28	X	X	X	X	
E-Mailing PM Documents	PM-29	X	X	X	X	
Printing / Export Options	PM-30	X	X	X	X	

If outside help is used with the implementation, the table below shows an approximate budget in days. This is a very rough estimate, and will depend heavily on the size and complexity of the company, as well as the amount of resources that can be dedicated from in-house personnel.

After the implementation of the first cross-company process, such as change orders, a much more accurate estimate and timeline can be produced.

IMPLEMENTATION PHASE		EST DAYS*	MONTH
Project Management Documents**		3	1
Change Orders	Facilitation	1	
	Process Documentation	2	2
	Hands-On Training	2	
	Verification Systems***	1	
Project Processes Facilitation		2	3
Project Admin.	Process Documentation	2	
	Hands-On Training	1	
	Verification Systems***	1	
Super	Process Documentation	5	6
	Hands-On Training	5	7
	Verification Systems	2	9
PM	Process Documentation	5	10
	Hands-On Training	5	11
	Verification Systems***	2	12
Refinements / Follow-Up Training		5	

*Typical only - will vary depending on size and complexity of company

**This may be done in-house if client has solid Crystal Report / Excel skills

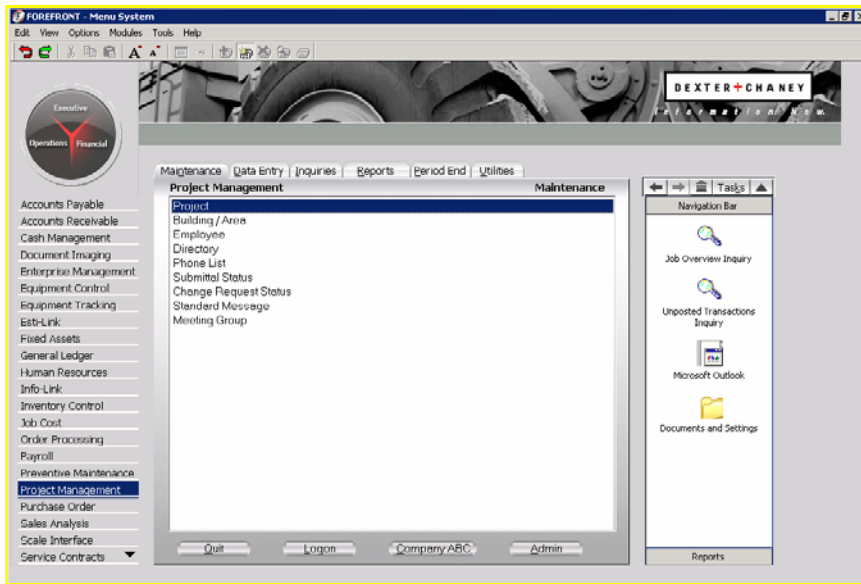
***The verification systems may be built in-house similar to the PM Documents

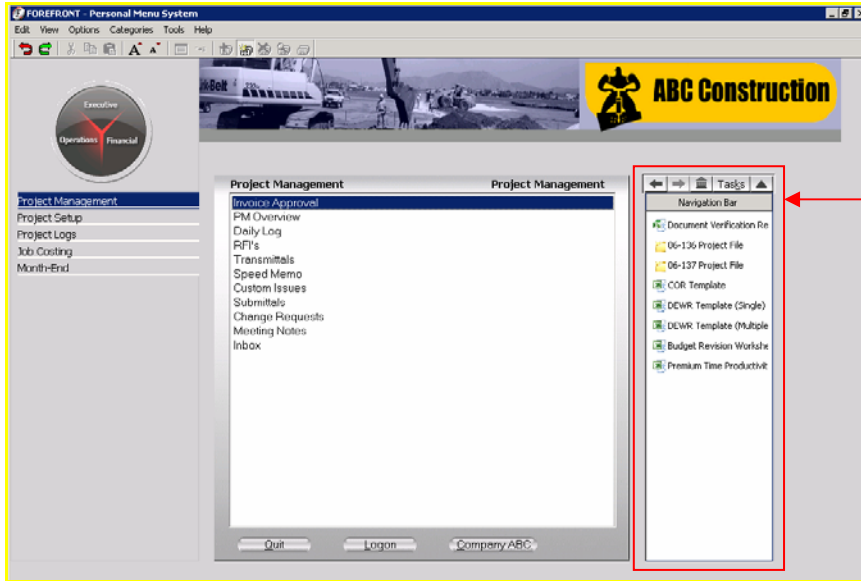
Some Implementation Pointers

Setup is critical – do not underestimate the details! The more attention you pay to every detail involved in setting up the project management system, the faster the roll-out process will be.

Custom Menu Systems

Spectrum allows for complete customization of the menu system so that Project Managers can see only a limited amount of the functions they use regularly, versus the entire menu system. This helps with not only security, but also with navigation. The faster a PM can learn to navigate the software, the more likely they are to adopt the system.





Setup all standard company templates and project management forms as shortcuts in navigation bar

Standardized Forms / Reports

Use the implementation of a new system as an opportunity to go through all of your Project Management documents and standardize them. This presents a professional image to everyone both inside and outside the organization.

Whether it is a RFI form coming from Spectrum, or your 3-Week Schedules you can standardize the look and feel. Having all of these forms and templates

3 WEEK SCHEDULE


Project: Large Shiny Building
Date: 12/11/05

ACTIVITY	WEEK ENDING 12/18/05							WEEK ENDING 12/25/05							WEEK ENDING 1/1/06						
	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S
Layout/Drill Pole Bases	2	2																			
Pour Pole Bases			2																		
All Sidewalk Crossings				2	2																
Branch Rough 1st Floor	2	2	2	2	2			2	2	2	2	2			2	2	2	2			
Finish Branch Ltg. 1st Fl	1	1	1	1																	
Branch Rough 2nd Floor					1			2	2	2	2	2			2	2	2	2			
TOTAL	5	5	5	5	5			4	4	4	4	4			4	4	4	4			

NOTES:
 Pole bases need to be laid-out by GCC or the schedule will be delayed
 For week ending 12/18/05 the additional person is an operator with backhoe

standardized before starting to roll-out the new system will speed up implementation.

While this may seem like a minor detail, it is actually a very big selling point for Project Managers starting to use the system. Shortcuts to templates outside of Spectrum can be set up in the Navigation Bar to the right of the custom menu.

HEADQUARTERS 555 Any Street Anytown, CA 95555 555.555.1234 PH 555.555.5678 FAX www.abcoconstruction.com		REQUEST FOR INFORMATION 	
POTENTIAL IMPACTS COST: Y N SCH: Y N PRIORITY: NORM URGENT <small>If nothing checked assume normal priority with a potential for cost and schedule impacts</small>		RFI # 2	03/08/20
ISSUED TO Ariene Benfield 206 264-5555 PH / 206 264-4444 FAX King County Public Works Dept 3445 1st Avenue Seattle, WA 98102		PROJECT / CUSTOMER JOB #: 300 King County; Highway 17 King County Public Works Dept	
Conveyor Electrical Issues		COORDINATION COPIES	
REFERENCE: FQ-15 SPECIFICATION: ATTACHMENTS: None	BUILDING: AREA:		
FQ-15 response indicates all power and light standards will be provided by the contractor. Is this correct?			
RESPONSE REQUIRED BY: 03/15/20		RFI SENT BY: Jim Davis	
SIGNED: _____		DATE: _____	
PROCEED: _____ <small>Owner Authorized Representative</small>		DATE: _____	
<i>A response later than the required date will result in additional costs and schedule delays</i>			
<small>Printed by PM as of 04/15/07 1:13:48PM</small>			

EVERY CUSTOMER FACING FORM SHOULD HAVE THE EXACT SAME LOOK and FEEL

Company-Wide Setup

Some of the settings in the Project Management system will be company-wide. These should be set up ahead of time, before anyone starts using the system.

- Submittal status – think about cross-company reporting so that you can easily see all submittals that require some sort of action, or are related to close-out (cash flow)
- Change request status – think workflow, starting with Incomplete all the way through Executed or Claim. See the Dexter+Chaney newsletter article called “The Change Order Lifecycle” for more ideas on this:

http://www.dexterchaney.com/project-management/newsletter/newsletter_ektid1455.aspx

- Standard messages – think about common response language for RFQ’s or Directives
- Custom Issue Categories – think about what critical categories of documents you may want to track and log. See the Dexter+Chaney newsletter article called “Managing Document Flow” for more ideas on this:

http://www.dexterchaney.com/project-management/newsletter/newsletter_ektid1453.aspx

- RFI Categories – do you keep separate logs for engineering vs. project RFI’s? Field vs. office RFI’s? Estimating vs. project RFI’s? This is where you can set up the details so you can keep the logs separate.
- Document Type – this can be used to separate by classification such as Electrical, Mechanical, etc. or can be used to differentiate a status like ‘OPEN’ or ‘COMPLETED.’ Reports can be run against this criteria so, for instance you could run a report for all ‘OPEN’ documents on a project or across the whole company.

Once these company-wide items are set up, there is no need for anyone to change or modify them, so they should be locked down using the security within Spectrum, Windows, and/or SQL as applicable.

Make sure that it is clearly documented exactly what each of these standard categories, types, and status codes is to be used for – and more importantly what they should not be used for. By standardizing these across the company, you will have already done a lot to streamline your processes.

Project Setup

With the company setup out of the way, you should now focus on making sure basic elements are set up for each project.

Having these done ahead of time will help get the Project Managers using the system right away, and that will lead to much more rapid overall implementation.

If a Project Manager has to back out of an RFI or Transmittal because the organization is not set up in the directory, they will be less likely to view the standardized system as a time saver. On the other hand, if you can immediately show them that the system can save them time and produce a more professional output for customers, you will have a more successful implementation.

- Project directory – you cannot do anything without having this set up. Make sure that this is 90% set up with project specific contacts before the PM is even introduced to the system.
 - If you use “non-intuitive” vendor or customer codes for accounting, consider using codes that will make use much faster for data entry by the PM.
 - For instance, if you have a vendor code of ‘179862’ for ABC Supply, they should be set up at the project level, perhaps as simply as ‘ABC’ if there will be a lot of correspondence with them.
- Specification sections – go through the spec book for the project and make sure all the sections are set up so that the PM can easily move right into building the log.
- Email contacts – you can email any forms you want directly from Spectrum, but they go through your own email system and contacts have to be selected. For security and validation reasons, they do not tie into the Spectrum directory. To streamline the process, it is recommended that Exchange is set up to use a single Public Folder with all project contacts in it, and this folder is set up as an address book option for all project team members so they can select from this list when sending out emails.
- Project specific forms – some customers require the use of their own forms for RFI’s, Changes, Submittals, etc. These can be set up as additional formats within Spectrum and should be done prior to rolling out the system to the project team.

Basic Training / Documentation

When showing a bunch of people on the project team how to use a standardized system, it should be clearly documented. Ideally each of the processes outlined previously should be clearly documented, but at minimum, the following processes should be documented and trained:

- Add / Change / Delete mode
- Selecting different reports
- Printing / emailing / saving a report in different formats
- Attaching / scanning an image
- Remote access either via VPN or Terminal Server

Verification Reports

How quickly you start will have a lot to do with determining how quickly you finish and how thorough your implementation is. Using the standard reports built into Spectrum, as well as simple verification reports using InfoLink, you can quickly see who is and who is not using the system. You can track the aging of documents. You can verify if there are problems with data entry. Some typical verification reports may include:

- Change requests – are all budgets in? What is the GP that is being budgeted? Are we consistently asking for days as well as money?
- Daily logs – are they all being entered for every day there is labor on the job?
- 3-Week Schedules – are they being entered for every week there is labor on the job?
- Submittals – are the logs complete for all projects?
- Document management – how many documents are being added monthly to each project?

The power of having all critical project documentation centralized is that you can get access to the information in any format you want, ranging from a report, an Excel worksheet that automatically updates, an email sent automatically by the Query module, or via the web through the Dashboard module.

User Security

Log in as each individual user and verify that their bookmarks are set up correctly, document imaging works, and that the user has the security necessary to do everything they need. Make a checklist for each user to verify functionality.

Often IT and Accounting personnel who have different levels of access do not see the problems that a Project Manager will have. It is very important to actually log in as the Project Manager and try out each and every screen, report, etc.

Once this is done for one PM, then the security settings can be copied to the other users. Valuable time and momentum can be lost if this is not checked in detail.

Summary

The biggest mistake we see being made with the implementation of any standardized system is the lack of setup time including all the details discussed above. Once these details are completely taken care of, there is very little chance of failure. Unfortunately, many implementations are given the same amount of pre-planning effort that a project is given – ZERO – and that leads the same subpar results.

The speed of the overall implementation and the quality will improve exponentially based on the amount of setup time spent.

The Spectrum® Construction Management System has a variety of modules designed to help manage projects and operations more efficiently that tie directly into the accounting system. Dexter+Chaney provides training and consulting services to help integrate these modules into your company's processes, providing a total management solution. Call your account representative for more details.

D. Brown Management provides a wide range of services to help improve Project Management processes. These range from customized training programs to specific process documentation for your company. Learn more at:

www.dbrownmanagement.com

Contact: David Brown

david@dbrownmanagement.com

(916) 716-1696 PH | (916) 244-0413 FAX

The Opportunities and Challenges of Implementing Spectrum™ Construction Software
for Operations and Project Managers

www.dexterchaney.com

1-800-875-1400



SPECTRUM™
CONSTRUCTION SOFTWARE

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