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Lehigh Construction Group, Inc.

4327 South Taylor Road
Orchard Park, New York 14127
(716) 662-2151
www.lehighconstructiongroup.com

Corporate Information &

Business Development

David E. Knauss, President

Field Construction & Safety

Thomas Glomb, Vice President

General Business

Josie L. Stockweather, Human Resources
& Administrative Manager

Marketing & Public Relations

Jessica Blackmer, Marketing &
Communications Director



Lehigh Land & Building Company, LLC

1901 Andell Bluff Boulevard
in the Bohicket Marina
Johns Island, South Carolina 29455
(843) 768-0909
www.lehighlandandbuilding.com

Corporate Information

David E. Knauss, President

Field Construction & Safety

Thomas Glomb, Vice President

General Business

Christopher Zegers, General Manager

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Innovative Publishing Ink.

10629 Henning Way, Suite 8
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Jackson at ajackson@ipipub.com.

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Welcome to The Lehigh Way



It has been nearly a year since the last issue of *The Lehigh Way* was delivered to your mailbox. We have made some changes to the production of this magazine that we believe will benefit our advertisers and readers.

While most of the nation still finds the construction industry in a struggling state, it has been another busy year for Lehigh in Western New York. This year has shown us that our clients are once again prospering in the Buffalo Niagara region and beyond — and there are good things to come.

In this seventh issue of *The Lehigh Way*, you will read about pre-engineered metal buildings and how a metal building or addition on your next project can provide a customized solution and a great value. You will also learn about Lehigh's experience in the health care field and the many projects we have completed over the years in medical offices, dental offices, hospitals, nursing homes and assisted-living facilities. Our Lehigh PRO service division is also critically important to Lehigh's success, so we've prepared a piece on the top 10 jobs frequently performed by Lehigh PRO and the various skills of our service technicians.

We continue to strive to be the leader in the western New York construction industry, and we believe this means staying current on technology and adopting new ways of interacting with our clients and partners. We currently have the ability to share information with our clients through this magazine, our website, LinkedIn, Twitter and Facebook. We hope you will choose to "connect," "follow" or "like" us on these social-media platforms so you can stay updated on our projects, PRO work and Lehigh's involvement in the community. We also always appreciate any feedback or suggestions we receive on this publication.

David E. Knauss
President

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Pre-Engineered Excellence

Lehigh Construction Group Provides Clients with Flexible, Affordable Metal-Building Options

by Michael Adkins

Taking a construction project from design to completion is harder now than ever before. The realities of the modern marketplace mean cost savings are king, and finding the balance between practical construction solutions and clients' economic concerns can be a real challenge.

Fortunately, Lehigh Construction Group offers a solution to fit a wide range of budgets and end-user needs: pre-engineered metal buildings, or PEMBs.

What Are PEMBs?

PEMBs are structures that are manufactured with standardized, interchangeable parts. Despite being pre-engineered, these buildings are highly customizable according to clients' specific needs. Metal siding, framing, insulated panels, roofing, flashing, trim, accessories and more can be adapted to fit the requirements of each individual project.

Lehigh has been working with pre-engineered buildings for more than 20 years, according to John Rupp, project manager at Lehigh. One of the major advantages of PEMBs over traditional project-delivery methods is cost. "PEMBs allow us to be more efficient in our use of steel," he explained.

Chris Reichert, on-site project superintendent for Lehigh, said another advantage PEMBs offer is speed. "PEMBs can usually be put in fabrication and delivered to the site in a fairly quick timeframe to keep the project on schedule." That timeframe often results in a significantly faster turnaround than with traditional construction methods.

Hybrid Options

For some time, Lehigh has been delivering structures with features of both PEMBs and traditionally constructed buildings for clients with specific needs. This hybrid construction style combines the "best of stick construction with the cost efficiency of metal buildings," according to Mike Quigley, project manager at Lehigh.

Rupp explained some of the hybrid model's benefits. "For example, most [PEMBs] come with metal roofs, but we've been using rubber roofs as part of our hybrid concept," he said. "This means hybrid buildings average fewer leaks than buildings with metal roofs. Also, instead of standard insulation on the outside walls of PEMBs, we've been using insulated metal panels. This gives us a little better R-value [a measure of thermal resistance] and a better vapor barrier, which is especially important in refrigerated buildings."

Expert Guidance for Clients

The professionals at Lehigh have many years of experience working with PEMBs — experience that is often extremely valuable to clients. Quigley has been constructing PEMBs for two decades. "I have run into a lot of different applications, so I also see how the PEMB system will work in any application,"

he explained. Rupp also has a wealth of PEMB experience, having worked with pre-engineered products for more than 13 years. This experience allows Lehigh to provide clients with options and opinions before making final decisions on their projects.

In addition to the knowledge of Lehigh's project managers, the company also has two field employees that have been trained and certified to inspect PEMBs' metal siding and roofing systems — Superintendents Chris Reichert and Damon Hope. "This training has allowed Lehigh to be more competitive with projects because it reduces the cost of the PEMB," Reichert noted. Reichert's and Hope's certifications as specialty personnel for extended roof warranties allow clients to purchase valuable warranties for their finished products, providing added reassurance and peace of mind to their projects.

Strong PEMB Partners

Any successful construction project requires a team effort, and PEMBs are no exception. Lehigh works with a number of subcontractors and vendors in order to bring clients' visions to life.

One of Lehigh's PEMB partners is Scheid Architectural, PLLC, based out of Buffalo, New York. Scheid Architectural has worked





with Lehigh on hundreds of projects, according to James Gannon, principal of Scheid Architectural.

Gannon cited Lehigh's extensive in-house expertise as a contributing factor to the success of the companies' joint endeavors. "John Rupp and Mike Quigley from Lehigh each possess intimate knowledge of PEMB systems, from planning and coordination to coordination with the PEMB supplier through construction detailing and support," he said.

Another company providing valuable support to Lehigh's PEMB efforts is American Buildings Company (ABC), a division of Nucor Corporation. Lehigh is one of American Buildings' authorized builders of PEMBs. Lehigh and Mike Quigley have enjoyed a twenty-year relationship with the Nucor brand.

Ron Kuenkler, president of American Buildings, said his company's relationship with Lehigh is invaluable. "We would never be able to go to market without Lehigh," he stated. "They bring us to the table on the projects they work on and we become part of the design-build team. Lehigh has a great reputation in the local marketplace for providing a quality product, in a timely manner."

Communication between all parties is essential to the success of any construction project, and Kuenkler said collaborating with Lehigh and its clients is truly beneficial to all involved. "The design-build process is extremely interactive between the end customer, Lehigh and ABC," he remarked. "We feel we add a lot of value to the process, which helps Lehigh bring value to its customers. It's a win-win-win for all of us."



In fact, Lehigh's relationship with American Buildings Company has been award-winning. For the last three years, ABC has named Lehigh as one of their Top 10 Builders in the Atlantic Division, and Top 25 nationally for last two years. These awards are based on PEMB sales from the previous year. Also, as a result of the relationship with ABC, Lehigh ranked 60th by tonnage and 79th by square footage for Top Metal Builders 2011 in *Metal Construction News* magazine. The list was a Top 100 National ranking.

Successful Structures

Lehigh's collaborations with trusted partners and clients have led to a vast array of successfully completed PEMB projects. Outstanding examples of Lehigh's PEMB work for clients include:

St. John's Evangelical Lutheran Church

Lehigh collaborated with this church in West Seneca, New York, on the congregation's new 240-seat sanctuary. The project began in August 2011 and was completed in February 2012.

Richard Lipka, building/project manager for the church, said that the decision to use a

PEMB for this project was made because of time and budgetary constraints. "We chose PEMB because of shorter construction times, lower construction costs and high-efficient material utilization," he explained. "The building team from St. John's, assembled for this project, overwhelmingly chose Lehigh based on their qualifications, past projects and professionalism."

The result of this collaboration is, as Quigley put it, "A PEMB that looks like a regular church and nothing like a typical PEMB" — a result that has delighted the church's congregation. "Because of the use of PEMB, it allowed us the large clear span required for our new space," Lipka said. "Seating is arranged in a semicircle, bringing everyone closer to the altar. Lehigh took great care in listening to what the congregation wanted in the new building and delivered on every point."

Try-It Distributing Co., Inc.

Lehigh-Lake Side, a joint venture collaboration between Lehigh and a local mechanical contractor, Lake Side Contracting Co., Inc, recently completed a PEMB project for this beer distributor's location in Lancaster, New York. Started in May 2011 and completed in June 2012, this project included a 96,000-square-foot addition of refrigerated storage space to store packaged and keg beer, as well as non-alcoholic products; and a 7,500-square-foot addition to the company's rear warehouse, which is used to store sales and marketing materials.

Try-It has worked with Lehigh on PEMB and non-PEMB projects since 2002. All of the company's distribution facilities have been PEMB projects, according to Jeff Gicewicz, Try-It's vice president of corporate

holdings. “We find their inherent qualities of fast erection, ease of expansion and flexibility to be to our benefit,” he explained.

Gicewicz noted that Lehigh’s expertise in PEMB construction contributed heavily to the success of the company’s most recent expansion. “We are very happy with the outcome of our PEMB project,” he said. “We know we have an expandable design that gives us great energy efficiency — both key details, given our growth vision and our requirement of refrigerated warehouse space.”



The Proof Is in the PEMB

From warehouses to manufacturing to churches — and everything in between — the professionals at Lehigh Construction Group stand ready to help clients find the right PEMB solutions to meet their needs. And the results are satisfied customers and successful projects.

“I believe Lehigh has the edge over others in their field because of their hands-on approach and understanding of construction,” Lipka said. “They are able to see potential problems well in advance, avoiding the cost of change-orders or construction delays.”

“The Lehigh team of John Rupp and Mike Quigley are hard to beat when it comes to

providing the customer with expertise,” Gicewicz said. “This all adds up to the one thing any owner seeks — *value*. If you are just looking for cutthroat, bottom-line lowest price, be my guest to shop around. At the end of the day, however, if your goal is a sound building delivered to you as promised, Lehigh will deliver. They certainly did for us.”

A Look Back at Lehigh’s PEMB Projects

Yahoo! Inc.

Lehigh completed two projects through Structure Tone from 2009 through 2011 for this Internet company. These projects consisted of uniquely designed, non-insulated data center buildings with standard siding and standing-seam roofs. The client requested non-insulated buildings to provide a cooling effect for the company’s servers, which are housed inside.

Saratoga Eagle Sales & Service

In 2010, the joint venture Lehigh-Lake Side was hired to build a brand-new facility for Saratoga Eagle Sales & Service in Saratoga Springs, New York. This 110,000-square-foot PEMB included office space, warehouse and a recycling center. Lehigh’s biggest challenge for this project was that the worksite was five hours away from its office in Orchard Park, New York. Lehigh Superintendent Chris Reichert temporarily relocated to Saratoga Springs so he could be on-site each day.

Invenergy: High Sheldon Wind Farm

Lehigh worked for Invenergy, a Chicago-based power generation company, to build a new operations and maintenance building for 75 new wind turbines in Sheldon, New York. This fast-tracked project included masonry walls and a standing-seam roof.

Sorrento Cheese Company

Lehigh worked with this client, a division of global dairy company Groupe Lactalis, on two PEMB projects in Buffalo in 1998 and 2004. These projects included space for production and offices. Sorrento

remains a Lehigh client to this day, and several other projects have been completed in addition to these.

Samuel, Son & Co.

Lehigh completed projects in 1996 and 2004 for this national metal processing and metal products manufacturing company. The company’s warehouse included standard siding and a standing-seam roof. Samuel’s 2004 addition project included careful matching of siding colors, roof pitches and other factors to merge two different metal building manufacturer’s materials into a seamless structure.

Summit Lubricants

This client, based out of Batavia, New York, is a wholesale manufacturer of lubricants and greases. Lehigh worked with Summit Lubricants on additions to its facility, including one that Lehigh Project Manager John Rupp recalled as “complicated.” “In a building that was 20 feet high, they had a 25-foot-tall vessel that needed to fit,” he said. “We cut a hole in the roof, reinforced the building, dropped in the vessel and built a new building around the vessel.”

Cameron

This client, a multinational provider of flow equipment products for the oil and gas industries, selected Lehigh for three projects in the late 1990s for its location in Buffalo, New York. These heavy manufacturing facilities were completed under Lehigh’s hybrid model, with standard siding and decking and a synthetic rubber roof. Lehigh maintains a relationship with Cameron and continues to perform other work on the site.



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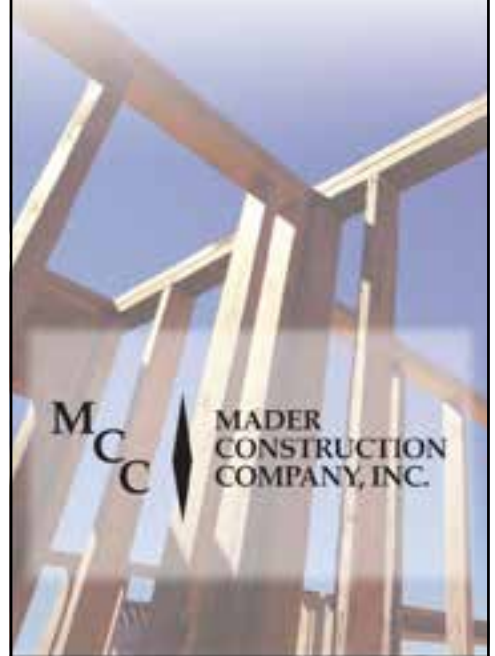
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Focus on Safety and Care

Lehigh Develops Health Care Relationships

by Deanna Strange



Imagine the precision, cleanliness and care that go into any medical procedure or health care-related setting. If precautions are not taken beforehand, patients can get hurt. That same philosophy applies to health care construction. The attention to detail and the willingness to take the extra steps for a medical facility make Lehigh Construction Group a unique and valuable partner.

Lehigh is a company that values safety for its clients as well as its employees, who attend biweekly safety training sessions. “When you are working in an open facility with residents living in it, you have to be very careful about how you work,” said Joe Migliore, project manager for Lehigh, citing the importance of communicating with subcontractors and employees about safety and staying aware that many of the residents have health issues. “It is not about speed but safety for the facility and its residents that should come first.”

Senior-Living Facilities

Keeping residents in mind is one of the reasons Lehigh has thrived and established lasting relationships in senior-living construction. The three types of senior-living facilities that Lehigh specializes in are independent living, assisted-living and skilled-nursing. Each brings its own set of unique challenges and needs to construction. Migliore recalled that, after completing work for ElderWood Senior Care, Lehigh followed that with a series of several consecutive senior-living facilities. “We got into that market because we are careful and conscientious around people,” he said.

Lehigh collaborated with ElderWood Heathwood in Williamsville, New York, to transform a skilled-nursing facility into an assisted-living facility. According to Migliore, the renovation included gutting about 50 percent of the building and rebuilding it to the specifications necessary for assisted living. At ElderWood, residents were living there throughout construction. “We were able to close

off an entire wing and work on it and break the facility into phases, but there were still people that we were working around,” he pointed out. “The biggest challenge is maintaining safety for the residents you are working around.”

Another important senior-living project, and one that has been a repeat client, is Canterbury Woods. In 2008, Lehigh completed the common area renovation, which included work to the lobby, the main entrance, the reception area, the private dining room, the library and common areas. Canterbury offers independent-living, assisted-living and skilled-nursing services. “The complicated part of this renovation was working in the entrance to the building,” Migliore said. “You’re working on walls and ceilings where people are constantly coming through, so safety is always in play. In some instances, we had to work nights while they were shut down from visitors — it was the only way to do it.”

In 2011, Lehigh joined forces with Canterbury Woods again to complete a dining room addition and add a café. Rob Wallace, president and CEO of Canterbury Woods, explained that many of the residents have active lifestyles and value the freedom the addition offers them. “Many tell me they’re more social and active since moving here, and the dining experience is part of that,” he said. The dining room and the café allow residents options either for a sit-down restaurant-style meal or a quick bite between activities. “The arched walls, the green and living roof, the fine-dining experience — it’s more like a cruise-ship experience. It’s done everything that we hoped for to become the center of our community,” Wallace said.

John Rupp, project manager for Lehigh, recalled working on Nazareth Nursing Home for Catholic Health. “Since the facility was an occupied health care facility, it was imperative that dust, noise and odors were all kept to a minimum,” Rupp said. “Our renovations included resident rooms, corridors, conference rooms and maintenance areas.” Lehigh has also completed construction work for Blocher Homes and Beechwood Continuing Care. “All the baby boomers are continuing to age, and they’re going to start looking more to senior-living facilities. I think we’ll continue to serve the customers we have; they keep growing, and hopefully, we’ll grow right with them,” Rupp added.

Other Health Care Projects

While Lehigh specializes in senior-living facilities, its portfolio is varied with unique health care projects. Rupp discussed a few of the challenges Lehigh encountered with Orchard Park OB-GYN, which had been converted from a car dealership. “It used to have a car lift, and the hydraulic fluid had leaked into the ground,” he said, adding that circumstances like that require a specialized environmental cleanup. “In the end, the final cleaning for medical facilities has to be much cleaner — the exam rooms have to be cleaner, and the air quality has to be better.”

Lehigh and Rupp also have completed work on some unusual dental offices. In the case of Dr. Scott’s office, it was an addition to the home that he was currently living in. “He continued to operate out of his dental office, and he and his wife continued living in their home during construction. The end result included brand-new exam rooms, all of which overlook Lake Erie,” Rupp commented.

Western New York Dental is the largest dental group in Western New York, and Lehigh has worked on multiple sites. “We started out at a single location, doing minor renovations to a house that was converted into a dental office,” Rupp recalled. “Since then, we’ve worked at many more locations, renovating exam rooms, labs and reception areas.” In addition to all these types of health care settings, Lehigh has completed work in many of the area’s hospitals over the years.

Building Relationships

Lehigh’s successful past in health care and its efforts to go beyond meeting client requirements has helped nurture relationships and guarantee future projects. One way to do that is to ensure the

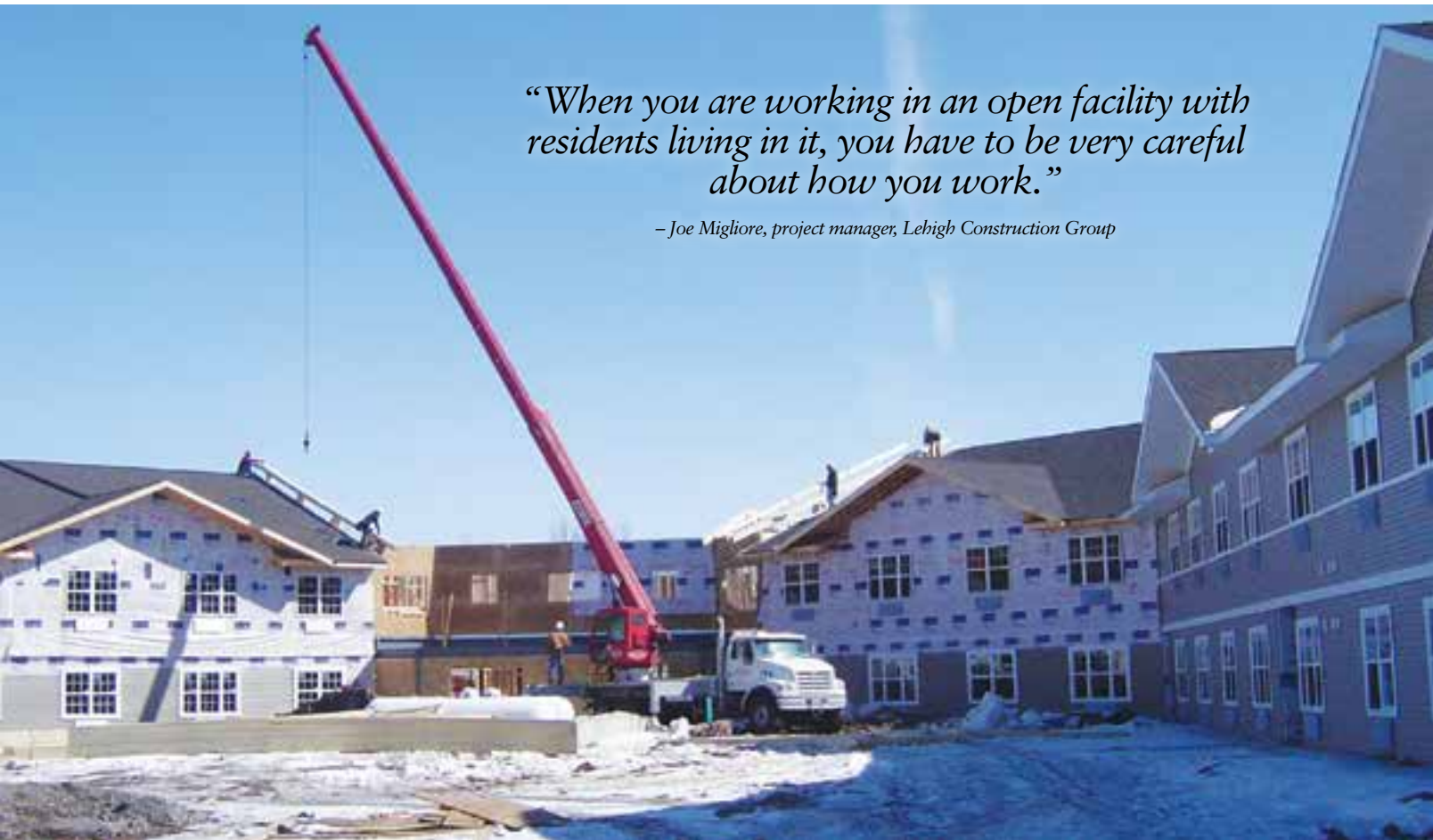


clients understand their value. “Their level of customer service is at the highest level,” Wallace said. “They work extremely well in our environment, and they’re just an excellent company to work with.” Canterbury Woods is currently in the preliminary plans of an expansion with Lehigh.

Building relationships often allows Lehigh to complete projects using the design-build project-delivery method. These types of opportunities are less frequent with bid projects, so repeat business allows Lehigh to offer the best possible opportunities for subcontractors and collaboration with trusted partners. “Our common goal is to do such a good job that people want to use us over and over again,” Migliore said.

“When you are working in an open facility with residents living in it, you have to be very careful about how you work.”

– Joe Migliore, project manager, Lehigh Construction Group





Lehigh PRO's 10 Most Common Jobs

by Erin Pinkerton



Lehigh's PRO division is available 24 hours a day, seven days a week, to help clients with repairs and maintenance. PRO Service Managers Michael Glomb, Nick Sabal, Josh Wells, Mike Cross and Jon Wilcox are always ready to complete estimates and respond to their clients' needs. Although the PRO team completes hundreds of types of jobs each year, these 10 jobs are among the most common.

1. Concrete Topping Repairs

PRO service technicians repair concrete surface cracking and spalling by first grinding down and cleaning the surface and removing any water from the area. A frequently used product called MG-Krete is mixed and troweled on the concrete about an eighth of an inch thick, and the finish is hard enough to walk on in only a few minutes. "It refinishes like concrete, so when we're done, it looks like it's a fresh concrete pour," Wilcox explained. "One guy can complete the work, and there's no breaking or removing of the existing concrete."

2. Pipe Bollards

Pipe bollards are metal pipes which are installed to protect buildings, windows, equipment or electrical panels. "We put in at least a couple hundred per year," Sabal said. "They are all over the place." PRO service technicians drill a few feet through concrete or asphalt and place the hollow bollard, usually 4, 6 or 8 inches around, in the hole. The bollard is filled with concrete and painted yellow or red or covered with a plastic sleeve so it will not need repainted.

3. Cut and Patch Jobs

Food processing plants cannot have standing water, so PRO service technicians get called on to install drains to redirect

water. According to Wilcox, technicians find the nearest drain line, cut and remove a 1-foot-wide path through the concrete, excavate the dirt underneath, put in a new drain line and drain, and pour in concrete around the drain line. ACO drains, which come in sections, are used in new and replacement drain projects because they are heavy-duty and can handle heavy traffic. "ACO drains are great for situations where metal can't be used," Glomb added. "They are corrosion-resistant and come with removable grates for easy maintenance."

4. Ceilcote

PRO service technicians are certified to install Ceilcote floor-finishing products that hold up against chemicals in processing plants. "These Ceilcote products that we put down will hold up to ... 70 percent nitric acid, which would normally eat through any concrete floor," Wilcox said. Before using Ceilcote products, the PRO team tells the manufacturer what kinds of materials will be on the floor, and the manufacturer recommends a product for that job because different products have slightly different installation methods.

5. FRP Board

Fiberglass-reinforced plastic (FRP) board — which is usually white, textured and

0.125-inch thick and comes in sheets like drywall — is installed by PRO service technicians on the walls and ceilings of commercial bathrooms, kitchens and clean rooms. FRP board is glued or screwed onto the existing drywall or plywood, or it can be clipped onto a plastic mold attached to the wall. FRP board is chemical-resistant, and, as Sabal noted, "Inspectors like it a little more because of its ability to be easily cleaned."

6. Fluted Polypropylene

"Fluted polypropylene is a fancy word for really thick, heavy-duty FRP board," Wilcox explained. "It's about a half-inch thick, and it's all plastic." Wilcox added, "There's no drywall that can get mushy and wet, and there's no wood that can deteriorate." The fluted panels are caulked down or clipped onto a stainless steel or PVC grid, and they are resistant to moisture and humidity. Fluted polypropylene is commonly used in food and pharmaceutical manufacturing plants.

7. Retail Quick Fixes

In addition to working in manufacturing plants, PRO service technicians work in retail buildings, like banks and national specialty stores. Retail quick fixes include relaminating countertops, painting, replacing light bulbs and ballasts and

snaking sewers, among other jobs. “If it comes to snaking a sewer or an immediate problem, we handle it as an emergency and are usually there within two hours or less,” Glomb said. PRO service technicians, available all day and night, usually paint after clients’ business hours to minimize disruption.

8. Floor Tile Repairs

PRO service technicians replace broken ceramic floor tiles and vinyl commercial tiles (VCT). According to Wilcox, to repair broken ceramic tiles, technicians order matching tile, break up and remove the damaged tile, check for possible damage to the subfloor, apply an adhesive for the tile, set the tile and use matching grout to secure the tile in place. Replacing VCT, which is 0.125-inch thick and comes in 12-inch by 12-inch tiles, is a common repair. “It’s quick, fast and cheap — it’s easy to change out,” Wells explained.

9. Roof Leaks and Water Damage Repairs

“Every time it rains, we get three or four calls for roof leaks,” Glomb said. According to Wells, in the case of roof leaks, PRO service technicians usually either provide temporary protection, such as creating a diverter, so that running water does not cause more damage, or make permanent repairs to damaged areas, such as installing new drywall, after roof repairs have been made.

10. Door Repairs

“Every building has doors; therefore, doors are something that always need to be repaired,” Wilcox said. “They have to be fixed so the building is secure before people can go home at night.” If clients’ doors are not opening or closing properly, PRO service technicians repair or change exterior lock sets, adjust hinges, install new weather stripping or even cut doors to make a better fit. PRO service technicians also order, install and paint new doors.

Although these are the most common jobs, Lehigh’s PRO team also performs many, many more and will complete nearly 3,000 work orders by the end of the year.



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Ask the Expert: Bob Metzger of Lehigh IT

Lehigh IT was started in the year 2000 in order to keep up with Lehigh Construction Group's ever-evolving technology needs. Since then, the company has grown by adding both customers and scope of services. Although Lehigh IT has customers in various markets, its experience allows it to focus mainly on the needs of those in the construction and design industries.

Lehigh IT offers the following services:

- Microsoft-based solutions
- Microsoft Enterprise Solutions
- Existing network stabilization
- LAN/WAN consulting
- Network security consulting
- "Start-to-Finish" installations with ongoing maintenance
- Internet/intranet-based solutions
- PC hardware repair, upgrade and support
- Standard and custom-designed equipment sales

Bob Metzger has headed up Lehigh IT since it was originated and holds several information technology certifications. He holds MCSE+I, A+, Network+, i-Net+, CCNA and CCDA certifications from Microsoft, CompTia and Cisco.

The Technology Needed for Success in Small Business

Q: If a company wants to get up to date on technology, where should it start?

A: They should start by looking at what other successful competing companies in their line of business have done. My point is that they don't necessarily need all of the latest and greatest technology; but it is good to know what is available, what is not and what the company can afford. Most companies don't even know what is possible. It is true that one company's technology solution won't necessarily solve another company's problems, but it is a great starting point. Picking a well-rounded company as your technology solution provider is also very important. I also see a lot of companies trying to "do it themselves" and getting into trouble. If you are really short on a budget, just hiring a temporary IT consultant can go a long way. A consultant will advise you on what you need and don't need. In the end, it will more than pay for itself. That's the best advice I can give a company wanting to move forward on a budget.

Q: What, in your opinion, is the most important thing for a company to spend its technology budget on?

A: Initially, it should be infrastructure — basic pre-planning. Without a good overall plan for how you want your network to function, you will constantly be fighting it and not having it work for you. I see so many companies out there where the network

foundation is so dysfunctional, it affects company production as a whole. If they would have simply planned better and invested just a little more, the company would be noticeably more efficient. A company shouldn't be afraid to start over if they think their current technology is not making the company as productive as it should be. Sometimes a technology investment can pay for itself 10 times over. Explore what is out there, but be smart about it.

Q: What are the biggest needs you see your clients facing currently?

A: Keeping up with other bigger companies by trying to stay competitive with the latest industry technology. Sometimes it's not even about keeping up with your competitors; it's about keeping up with your suppliers and partners so they can be more efficient providing the goods and services you need to stay competitive in the market. It amazes me when I see a company that could be much more efficient just by embracing some newer technology, but they refuse to because they are used to doing business in their old, comfortable, traditional manner. If you don't change with the times, the times will change you and your bottom line.

Q: Tell us about backups — why are they important?

A: I can't stress enough the importance of a good backup strategy. I call it a strategy and not a plan because you need to know exactly what to do when a crisis occurs. Being able to restore the data or replace faulty equipment quickly with a minimum of downtime is the ultimate goal of a good backup strategy. Trying to think of a worst-case scenario and how quickly your company could bounce back from it should be the foundation you build your strategy from.

Q: Cloud computing seems to be an up-and-coming thing. Is that something that can help small businesses?

A: Cloud computing can be very beneficial to a smaller company because they don't have to purchase expensive workstation licenses for each computer. This lowers the TCO (total cost of ownership) because only a monthly (or yearly) subscription fee for the service is incurred. Keep in mind, cloud computing is not without its caveats. It requires a semi-fast and stable Internet connection. If your Internet goes out for the day at the office, you are essentially out of business until it comes back up. On the positive side, you don't need to purchase and maintain your own servers or have the responsibility of a backup.

Q: In your opinion, what's the next big thing?

A: I believe the next best thing is connectability and portable devices. With the advent of high-speed wireless networks and the popularity of tablets and smartphones, everybody is essentially always connected. Teams can collaborate whenever and wherever. Some people say that this is already a reality and not the "next best thing." I believe we've only begun to scratch the surface on collaboration technology.



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