



**MINUTES**  
**Kingdom Builders Construction Industry Forum**  
**4 September 2024**



**ATTACHMENT**

- 1) Briefing Charts

**ENCLOSURE**

- 1) Devotion Message
- 2) C12 Kingdom Builders Company Profiles

**MEETING VIDEO**

[https://us02web.zoom.us/rec/share/lo7vNBi9AFZwvK8UV-Qdv5Wzv0wCzW2\\_qlzxy5EgOXrNDj078uQllbwh-u2Q0H.Dc5NaUiqja35LS8y](https://us02web.zoom.us/rec/share/lo7vNBi9AFZwvK8UV-Qdv5Wzv0wCzW2_qlzxy5EgOXrNDj078uQllbwh-u2Q0H.Dc5NaUiqja35LS8y)

Passcode: 10=+%vdC    This link is active for 30 days.

**ATTENDANCE**    16

**WELCOME & PRAYER**

Bob welcomed everyone and opened the meeting with prayer at 11:00 am. He introduced the theme of the meeting as "Scaling Your Construction Company." This topic was to expand on the recent C12 Business Segment entitled Sustainable Scaling: "How Big Is Big Enough" in the context of the construction industry.

**DEVOTION (See Enclosure 1)**

"Discernment is not knowing the difference between right and wrong. It is knowing the difference between right and almost right." Charles Spurgeon

"Whoever is wise, let him understand these things; whoever is discerning, let him know them; for the ways of the Lord are right, and the upright walk in them, but transgressors stumble in them." Hosea 14:9

God-has given us tools that enable us to discern His will:

- The indwelling Holy Spirit who speaks to us (the still small voice within)
- His written Word (that will never be broken and He will never contradict)
- Our ability to communicate with Him in two-way prayer
- The counsel of other believers
- Circumstances

As a tree is known by its fruit, so is a decision. Bob asked members to consider the 'major' decisions they've made in the past few years in their life and business and view them through the lens of the five God-given tools discussed.

**MEMBER PROFILE**    Rod Kubier @ Florida Window Door Solutions | [www.FloridaWDS.com](http://www.FloridaWDS.com) | [rod@floridawds.com](mailto:rod@floridawds.com)

- Service area is Central Florida
- Window & door replacement.
- Personal: Married for 25 years to Ruth; one girl Lexie and 2 dogs.
- Mission: Replacing windows and doors in your home for beauty, security and a greater
- purpose to last a lifetime.



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- Operations Highlights: In business in Central Florida since 2015, in the window/door industry since 1998. Grown from \$864k to over \$7m this year. Ministry: Chaplain to come in once a week for office/warehouse people.

**CEO PANEL – SCALING MY CONSTRUCTION BUSINESS**

Bob reviewed key concepts from recent C12 Business Segment entitled Sustainable Scaling: "How Big Is Big Enough" including the Six Steps to Healthy Scaling:

1. Hire high-performing staff
2. Establish shared values
3. Scale systems and process
4. Watch your speed
5. Watch your scope
6. Secure adequate funding

Arlan introduced the CEO Panel and facilitated the discussion using five questions

Bob Beggs @ Good Works, Inc: A Better Plan

Dan Dilworth @ Dilworth Custom Design: Small Giant

Aaron Gregory @ Gregory Construction: Solid Growth

1. Provide a brief introduction about what your company does.
  - i. Bob: Good Works; non-profit home repair organization in Coatesville, PA
  - ii. Dan: Dilworth Custom Design: Kitchen & Bath Remodel in Philadelphia
  - iii. Aaron: Gregory Construction: Concrete results in civil solutions/infrastructure.
2. What is/was your motivation to change the size or scope of your company? Was it your idea, or someone else's?
  - i. Bob: The original founder of Good Works did not have a drive to go beyond Chester County. When Bob took over, he felt that was constraining to the organization and personally. He had received requests from people in other regions.
  - ii. Dan: Unintentionally went into business, grew slowly & organically. Grew scope as customers asked for service/products.
  - iii. Aaron: Organic growth, 20 years in business, in the early years, he wanted a business that wasn't dependent on me to open the doors.
3. What specific steps did you take to scale your company?
  - i. Bob: Scaling needed Board of Directors approval. Created a Replication Committee to assess pros/cons of various scaling models, e.g. franchise, affiliate. Ultimately led to developing a comprehensive Good Works replication and licensing package.
  - ii. Dan: Needed to raise income for his employees, but couldn't raise prices and remain competitive. Investigated how to instead save money by insourcing production of granite countertops. Assessed options and chose to invest in a stone cutting CNC machine for their workshop.
  - iii. Aaron: Realized that to have a life outside of work, he needed to delegate. Identified what roles the OWNER must do and what needs to be delegated to someone else. Yet, he saw opportunities to expand into adjacent areas of construction leading to significant growth for his company, but also significant challenges. "I told myself many stories about how this growth was going to be good for us. But it wasn't."
4. What worked and what didn't?



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- i. Bob: Involvement in the Coalition for Home Repair identified a need that changed Good Works definition of scaling/expanding beyond Chester County. Original plan stalled. God's plan was for Good Works to teach other NPO's how to incorporate ministry into their operations. Now Good Works has affiliates in Alabama, Georgia, Massachusetts and soon Virginia.
  - ii. Dan: Incorporation of the stone cutting CNC machine was a great success that increased profitability. They then bought a second CNC machine for their cabinet manufacturing. Biggest issue is finding good employees. He also now has outsourced demolition work to save additional money. Deciding what to insource and what to outsource is critical when scaling your business.
  - iii. Aaron: He recognized that unbridled growth led to scope creep. Doing work that is outside of what you know and love is a recipe for failure. After going full circle, his company is now back to doing what the company was originally founded for. "It is important to scale what you are really good at." He recognized a spiritual truth in this story about God's plan for him and his company.
5. What is the one thing you would advise another CEO before he/she wanted to scale?
- i. Bob: Truly understand what God calls you to do. What will be its eternal Kingdom impact?
  - ii. Dan: Delegate, coach and trust new employees giving them opportunities to learn from mistakes and succeed for the good of themselves and the company.
  - iii. Aaron: Critical to find and hire the right people who fit the company culture. "I thought I needed them and didn't listen to my "gut".

## **P2P DISCUSSION**

What is your story of scaling your business?

What went to plan, and what didn't?

What lessons/stories are you willing to share?

**George V:** "Growth takes sacrifice for a season." Growth is painful, but good. It needs to be controlled.

**Mike K:** "I added managers in order to buy my time back." Have the team before the work, rather than the work before the team. Build the team and the work will come.

**Chuck W:** Don't partner with family. He has a powerful testimony going from bankruptcy to solid growth (\$14M today). God has a plan. He'll change your life. Be open to what God is actually calling you to do. It may be different from what you think you want to do.

**Tim T:** Scope creep is a real thing, a serious trap. Need to discern between "scope creep" and "following the market."

**Dan D:** The design world drives the kitchen & bath remodels. We have to follow the market because it's what people want, but there is a way to "follow the market" but still do it right. Your name is on the business; scope creep can quickly put a black mark on your name.

## **WRAP UP & CLOSING PRAYER**

**Website:** [www.goodworksinc.org/c12kb/](http://www.goodworksinc.org/c12kb/)

**Next meeting: 4 December 2024 at 11:00 AM ET.**

**CLOSING PRAYER** Tim closed the meeting with prayer.

Respectfully Submitted,  
Arlan Riehl



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**Enclosure 1: September 2024 Devotion**

**Discernment**

*"Whoever is wise, let him understand these things; whoever is discerning, let him know them; for the ways of the Lord are right, and the upright walk in them, but transgressors stumble in them."* Hosea 14:9

God passionately desires for us to know His will and way for us. He yearns for our obedience since it's through such obedience that our greatest happiness and fruitfulness are found. Because of His great love and perfect plan, His will is always best for us!

God-has given us tools that enable us to discern His will:

- The indwelling Holy Spirit who speaks to us (the still small voice within)
- His written Word (that will never be broken and He will never contradict)
- Our ability to communicate with Him in two-way prayer
- The counsel of other believers
- Circumstances

Looking for alignment in these five areas is the best way to know His will for us prior to taking action.

There is great eternal fruit at stake related to our correct understanding and discipline in this process of better discerning God's will. At the end of this life in the flesh only what we've done in the will of God is going to matter to us in the slightest. We can learn from our own experience as we reflect on decisions we've made. One method for deciding if past decisions were God's will is to look closely at the fruit produced. As a tree is known by its fruit, so is a decision. If it supports God's general revelation to His people and His personal revelation to us based on those things we know He has told us, and if it results in drawing ourselves and/or others closer to Him, it's extremely likely that it was His will. The world, the flesh, and Satan war against God... only God and His children actively promote the Father's agenda!

Consider the 'major' decisions you've made in the past few years in your life and business and view them through the lens of the five God-given tools we've discussed. How did you do in seeking God's will in each case? What was the fruit of each decision?



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**Enclosure 2: Company Profiles**

Good Works Inc	Sep 2021
Accutech	Sep 2021
Liberty Sheds	Dec 2021
J Bar	Dec 2021
Lindon Group	Mar 2022
Gregory Construction	Mar 2022
Seidel	Jun 2022
AG Homes	Jun 2022
Professional Building Svcs	Sep 2022
Thompson Electric	Sep 2022
C2 Services Group	Dec 2022
Nelson Lewis	Dec 2022
Grade A Construction	Jun 2023
JW Grand	Jun 2023
About Floors & More	Sep 2023
Dovetail Builders	Sep 2023
VPC Builders	Dec 2023
Alora Build Windows & Doors	Mar 2024
AR Custom Homes	Jun 2024
Florida Window Door Solutions	Sep 2024