



2026 Technology Leadership Conference

Session 12: Citizen Development at Scale: Unlocking Innovation Without Losing Control

Marcus Quigley
EFCG Partner
Technology & Innovation

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Experience

Partner

Technology and Innovation
EFCG

Chief Executive Officer
EcoLucid

Founder and Chief Executive Officer, Board Member
OptiRTC, Inc.

Principal, Board Member (2011-2012)
Geosyntec Consultants

Woodward Clyde / URS / AECOM

Education

M.S., Civil Engineering
Oregon State University

B.S., Engineering & Environmental Science
University of Notre Dame

EFCG Technology Practice

Technology Advisory

Tech Investment Benchmarking and Strategy
Market Analysis and Technical Due Diligence
Innovative Business Model Partner
Knowledge Management and IP
Technology Organization Design
AI Workforce Resilience

Advanced Analytics

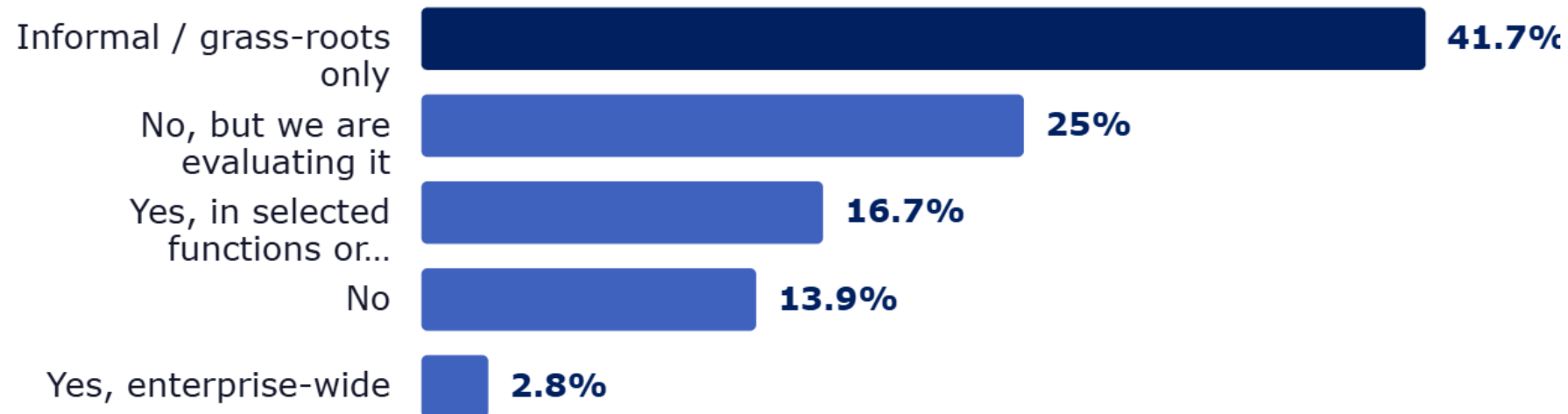
Custom Analytics Advisory
Innovation Network Analysis
Forecasting and Predictive Analytics
Market and Competition Monitoring

Quantitative Integration Analysis (QIA) –

Monitor Integration Velocity for Post M&A and
Org Redesigns

Q5.1 - Status of formal citizen-development program

Most common: Informal / grass-roots only (41.7%)



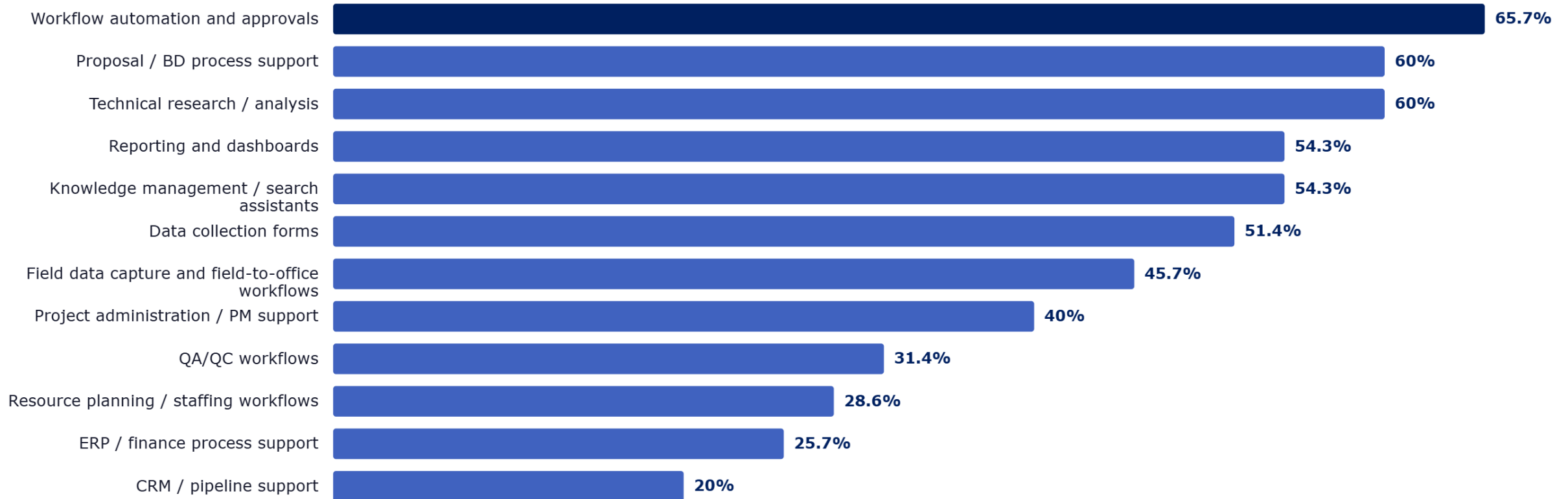
Source: EFCG 2026 Technology Leadership Survey

What are citizen developers doing out there?



Q5.8 - Primary enterprise use cases for citizen development

Workflow automation and approvals leads at 65.7%



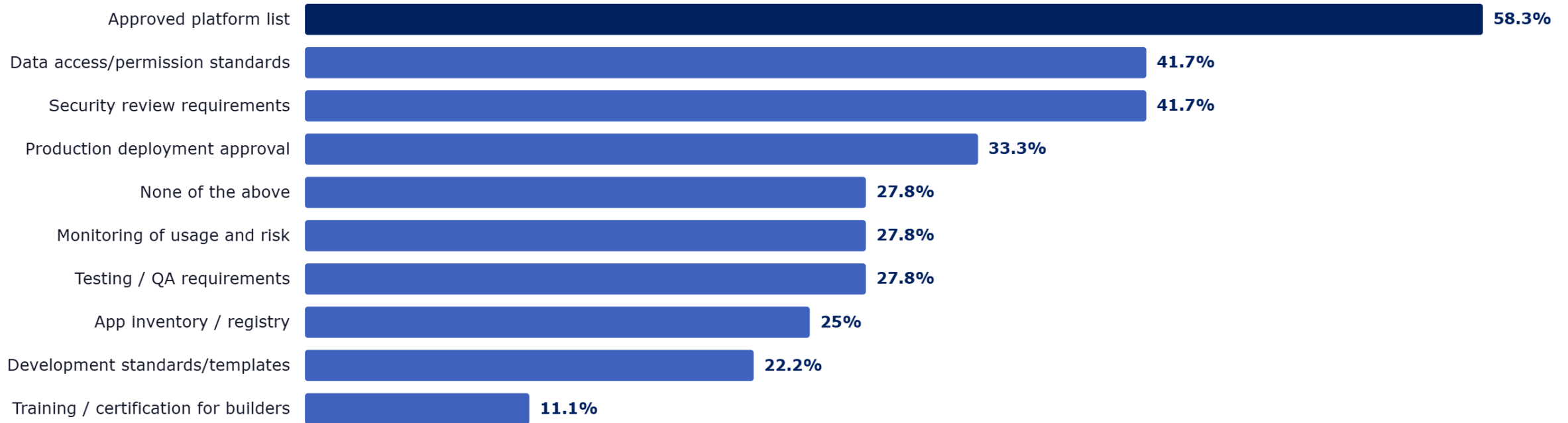
Source: EFCG 2026 Technology Leadership Survey

What citizen developer controls are in place?



Q5.6 - Governance controls in place for citizen development

Approved platform list leads at 58.3%



Source: EFCG 2026 Technology Leadership Survey

Today's Panelist: Jaime Kurten



Jaime Kurten

Experience

Director, Applied Technology & Innovation
MSA Professional Services, 2003-Present

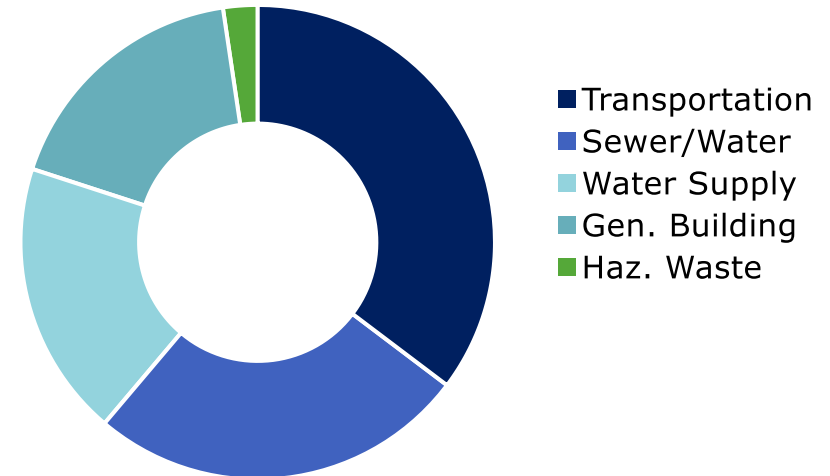
Education

University of Wisconsin-Madison, B.S., Civil Engineering



Ownership Type	Gross Revenues	Total Employees
Full ESOP	\$89M	550

End Markets % Revenues



Today's Panelist: Dave Roberts



Dave Roberts

Experience

Chief Digital Officer
Stantec, 2025-Present

Global IT Director
Stantec, 2020-2025

Chief Information Officer
Radius Payment Solutions, 2014-2019

Education

The Open University Business School, M.B.A.

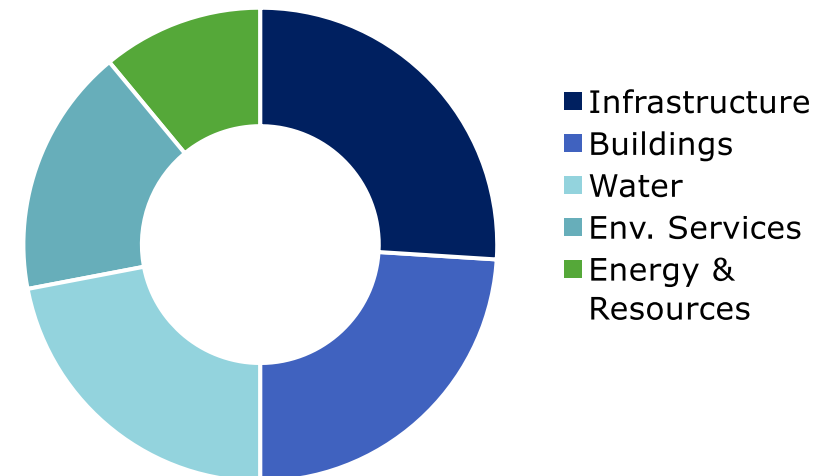
University of Warwick, PGCert - International
Technology Management

Liverpool John Moores University, BSc -
Business Information Systems



Ownership Type	Gross Revenues	Total Employees
Public	\$8.1B	34,000

End Markets % Revenues



Today's Panelist: John Shelbourn



John Shelbourn

Experience

Director, Applied Technology
Olsson, 2015-Present

BIM Manager
HDR, 2012-2015

Electrical Designer
Specialized Engineering Solutions, 2005-2015

Education

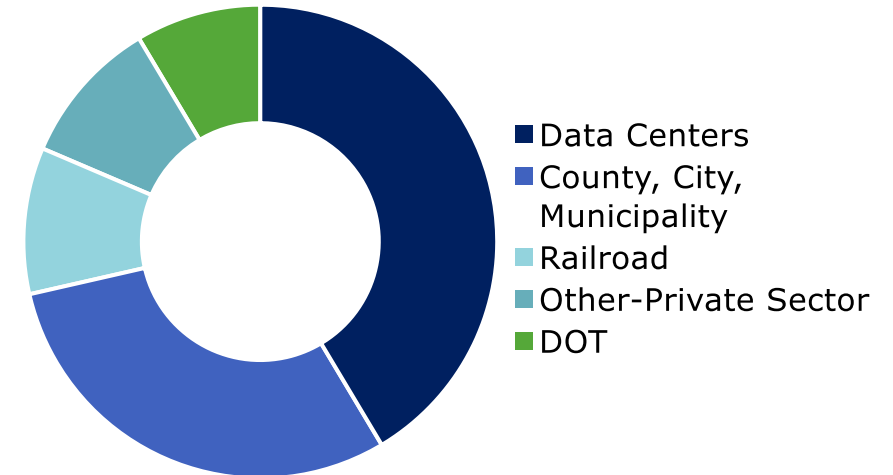
Midplains Community College, Building
Construction Certificate

Southeast Community College, Associate's
Degree of Applied Science



Ownership Type	Gross Revenues	Total Employees
PE-Backed	\$489M	2,332

End Markets % Revenues



Today's Panelists



**Jaime
Kurten**

Director, Applied Technology and
Innovation

MSA Professional Services

Ownership Type:
Full ESOP

Gross Revenues:
\$89M

Total Employees:
550

Primary End Market(s):
Transportation, W/WW, Gen.
Building, Haz. Waste



**Dave
Roberts**

Chief Digital Officer
Stantec

Ownership Type:
Public

Gross Revenues:
\$8.1B

Total Employees:
34,000

Primary End Market(s):
Infrastructure, Buildings, Water,
Environmental Services



**John
Shelbourn**

Director, Applied Technology
Olsson

Ownership Type:
Pe-Backed

Gross Revenues:
\$489M

Total Employees:
2,332

Primary End Market(s):
Data Centers, County/City/Municipality,
Railroad, DOT, Other



Ask Us Questions

Marcus Quigley

mquigley@efcg.com

<https://calendly.com/mquigely>

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