



Keys to Growing a Successful Transportation Consulting Firm



Presented by: Melissa Rosas
melissa.rosas@consoreng.com
720.252.3869 (mobile)

apexdesign
a  CONSOR company

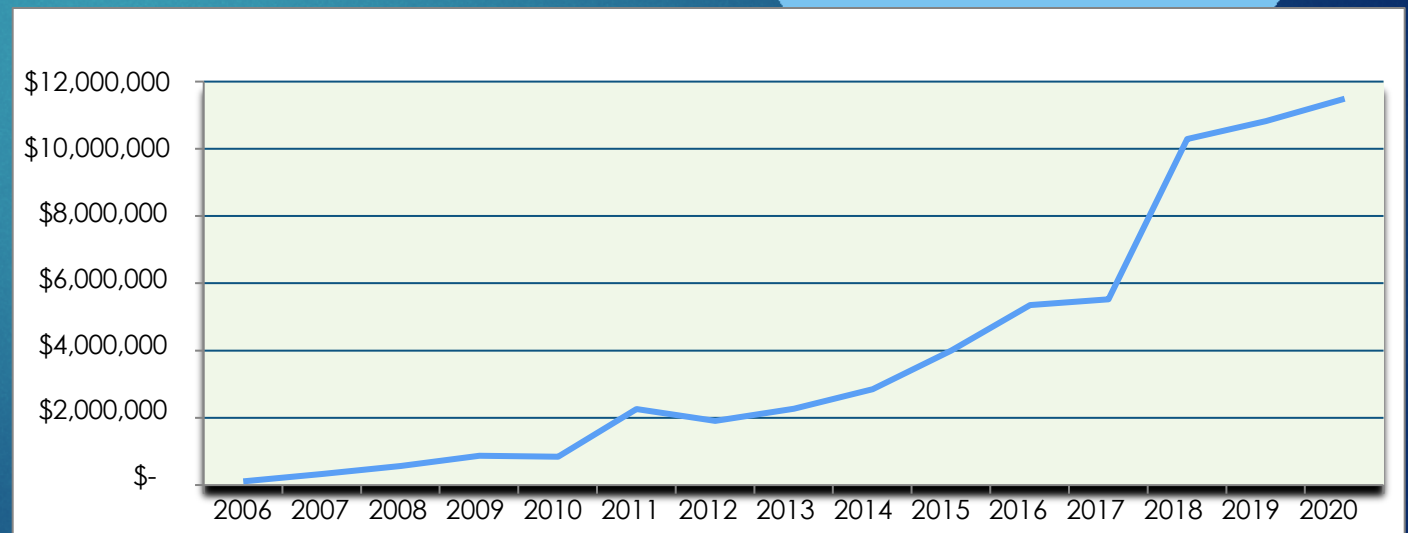
Background

- ▶ Personal
- ▶ Professional
- ▶ Family
- ▶ Community




Apex's Trajectory

- ▶ Bootstrapped
- ▶ Early years – unstable income
- ▶ First decade – negative cash flow
- ▶ Traction and momentum
 - ▶ Founded - 2006
 - ▶ First 5 yrs - \$2.7 M
 - ▶ Next 5 yrs - \$13 M
 - ▶ Last 5 yrs - \$44 M
 - ▶ Acquired - 2020




Imposter Syndrome



- ▶ You are making something (sometimes out of very little)
 - ▶ You are not the only one going through this
 - ▶ Do not compare yourself to others
 - ▶ There are many ways to succeed
 - ▶ Avoid self sabotage
 - ▶ Why not you? Don't underestimate yourself
 - ▶ It is okay to have setbacks
- 

Risk and Reward



- ▶ Defining risk; it's not all or nothing
 - ▶ Hating to lose, but not being afraid of it
 - ▶ Loses are experiences (if you learn from them)
- 

“Life is inherently risky. There is only one big risk you should avoid at all costs, and that is the risk of doing nothing.”

Denis Waitley, author/motivational speaker

Maintaining relationships and building a network

- ▶ Build a network
- ▶ Divide and conquer
- ▶ Better to give than receive
- ▶ Be unexpectedly thoughtful
- ▶ Be genuine
- ▶ Always take the high road

Your reputation is how people talk and think about you.



Identifying opportunities



- ▶ Talk to others (share your information)
- ▶ Track leads and take action
- ▶ Trust the process
- ▶ Create a pipeline

It's all about traction, momentum and execution.



Marketing Spreadsheet

B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
Project/Contract	Market Proc	Apex L	Apex Supp		Timefr	% Cks of W	Amoun	Apex the Pr anc	EXCISE %	Pri	Typ	Oth Disciq Supp	Client	Own	Action	Comments/Updates
																<p>12/7/2020: Jessica to reach out to Muller (team is set) and RockSol (waiting on their decision to include us or not); Scott to reach out to Stolfus, Bechtolt (confirmed) and Ulteig (confirmed)</p> <p>3/2/2020: CDOT will be advertising an NPS contract for General Engineering Services on Colorado's Western Slope in early 2021, and is considering adding a \$2M ESB-restricted contract to the package. To gauge interest such a set-aside contract, CDOT is asking actively certified Emerging Small Businesses to express their availability to propose and perform on the work.</p> <p>Previous award: \$5 Million Tier - AMEC, HDR, RS&H, Wood \$1 Million Tier - Bechtolt & Ulteig Ulteig leading Fall River Road Bridge project. Apex providing traffic, signing, striping</p>

CDOT opportunities



COLORADO
Department of Transportation
Office of the Chief Engineer

Region(s)	1st Ad Date*	Project Description	Contact Email	Proposal Due Date
4	2/17/2022	R4 PS I-25 & CO 119 Mobility Hub CM, CI & MT (22547)	daniel.marcucci@state.co.us	3/10/2022
HQ	3/3/2022	Front Range Passenger Rail Service Development Plan (24420/24836)	david.singer@state.co.us	3/24/2022
1	Unknown	R1 PS I-70 Floyd Hill Independent Cost Estimator Services	jeffery.hampton@state.co.us	TBD
HQ	Unknown	HQ Program Specific Statewide Bridge SCOUR Design and Program Support	alfred.gross@state.co.us	TBD
HQ, 1, 2 & 4	Unknown	Front Range NPS Construction Management, Construction Inspection & Material Testing	james.usher@state.co.us	TBD
1	Unknown	R1 Program Specific I-70 Floyd Hill Early Projects Wildlife Crossing CM, CI & MT (24666/24665)	kevin.brown@state.co.us	TBD
HQ, 1, 2 & 4	Unknown	Front Range NPS Traffic Engineering	san.lee@state.co.us	TBD

*All dates are subject to change



COLORADO
Department of Transportation

Colorado Department of Transportation Project Bid Lettings Projects to be Advertised in the next 90 Days

Reg	AD Date	2 Week AD Cycle	Letting Date	Call Order	Proj Def	Project ID	County	Description of work	Project Location	Project Manager	PM Phone	Budget	Contract Type	DBE Goal %	Certainty
1	2/24/2022	2/24/2022		0	22951	SHE 0881-032	Denver	SIGNAL IMPROVEMENTS	FEDERAL HSIP SIGNAL IMPROVEMENTS	Adam Spiker	3037579940	No Construction Budget Entered	DESIGN-BID-BUILD	TBD	●
1	2/24/2022	2/24/2022		0	22953	C M760-047	Jefferson	SAFETY IMPROVEMENTS AND SIGNAL IMPROVEMENTS	LAKEWOOD SAFETY PACKAGE FY 20	Jason Igo	3035125990	No Construction Budget Entered	DESIGN-BID-BUILD	TBD	●
1	2/24/2022	2/24/2022		0	24595	FSA M755-001	Jefferson	IMPROVE THE INTERSECTION OF HARLAN & 48TH	HARLAN & 48TH INTERSECTION IMPROVEMENTS	Tyler Brady	7204976902	No Construction Budget Entered	DESIGN-BID-BUILD	TBD	●

Denver DOTI opportunities

Professional Services (Projected)

Q1 2022

Q2 2022

Q3 2022

Martinez Park

- The first of numerous phases will include the design of a Joseph P. Martinez Memorial Plaza, cultural playground, restroom, parking lot, pollinator garden, multi-sports court, fitness station, multi-use lawn area. The first phase will also include new irrigation system and landscape improvements.

Construction Services (Projected)

Q1 2022

Q2 2022

Q3 2022

Q4 2022

Q1 2023

Q2 2023

Q3 2023

Q4 2023

Safe Routes To School

- Provide Curb Extensions, curb ramps and crosswalk markings along Bruce Randolph Ave at Franklin St and Humboldt St to improve Safe Routes to School. Goal: TBD




DRCOG TIP

Table 5. Eligible Projects for Waiting List for the 2022-2025 TIP

DRCOG Regional Share Waiting List						
Subregional Forum	Project Sponsor	Project Name	Funding Request (\$1,000's)	Score (1-3)	Project Activity	Waiting List Ranking
Regional	Lone Tree	I-25 & Lincoln Ave. Interchange Final Design	\$ 2,000	2.1	Design	1
Regional	Boulder County	SH-119 & 63 rd St. Intersection Transit Bypass Lanes	\$ 5,000	2.0	Construction	2
Regional	Castle Pines	I-25 & Happy Canyon Rd. Interchange Preconstruction Activities	\$ 400	1.6	Preconstruction	3


Winning work



- ▶ Find your place in the market
 - ▶ Put yourself out there
 - ▶ Show how you add value; be self-aware
 - ▶ Bring useful information
 - ▶ Make it easy for them to want you
- 

Winning work

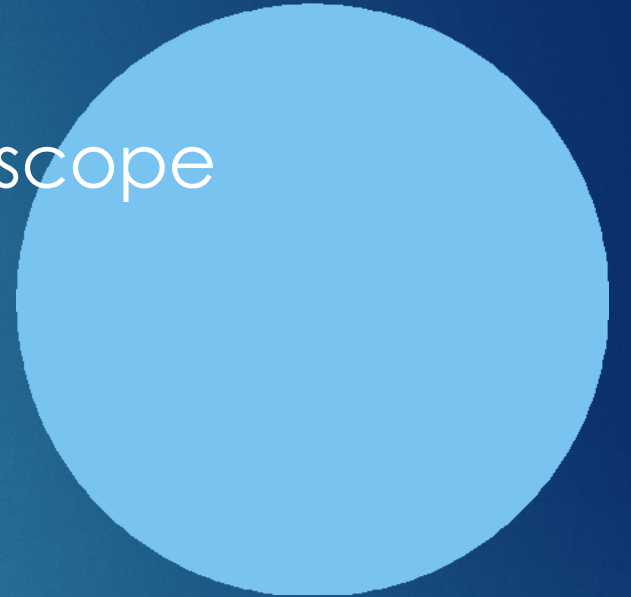


- ▶ Tier your clients given their Opportunities with:
 - ▶ Prior work history
 - ▶ Direct relationships
 - ▶ Warm introductions
 - ▶ Cold calls
- 

Pareto's principal (80/20 rule)

Teaming

- ▶ Email, call, or in-person meeting?
- ▶ Tell them how you'll help them win
- ▶ Give them ideas for your role based on scope
- ▶ Timing when you contact firms
- ▶ Be prepared to discuss exclusivity
- ▶ Put yourself in their shoes



Getting work




- ▶ Understand contracting options
 - ▶ Project specific
 - ▶ Non-project specific (NPS) – on-calls
 - ▶ Task order
 - ▶ Agreement/Purchase Order
- ▶ Create contracting options for your firm

Bring solutions to solve your client's issues.

Pre-positioning



- ▶ Meet with the selection committee. Ask them:
 - ▶ Why they are doing this project?
 - ▶ What are the critical issues?
 - ▶ Who you should have on the team?
 - ▶ Who else have they been talking with?
 - ▶ Who else you should talk to?
 - ▶ What is the funding source?
- 

Responding to proposal RFIs

- ▶ Customize your proposal materials
- ▶ Write from the prime's perspective
- ▶ Meet the deadline (not being a PITA is key)
- ▶ Show them you care about the team and project

Highest and best use of your time

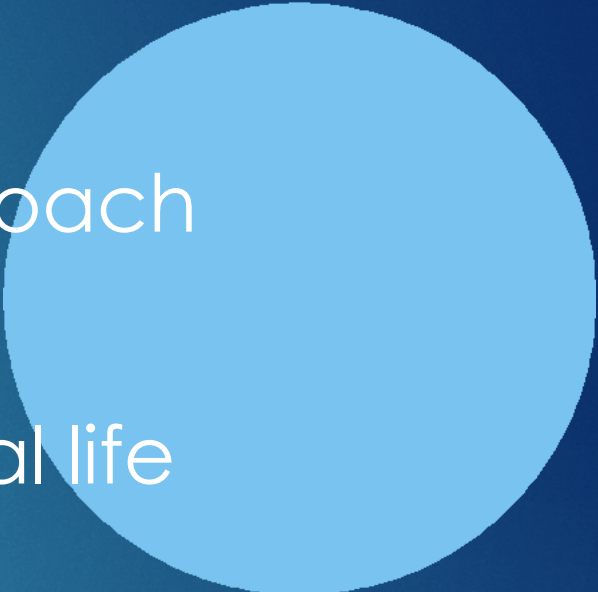


- ▶ Procrastination
 - ▶ Why are you not doing it?
- ▶ Learn to delegate
 - ▶ Creates opportunity for others
 - ▶ Find joy through others' accomplishments
 - ▶ Emphasizes the team environment
- ▶ Effort and reward
 - ▶ Time spent vs. yield

“Why didn't you do your tasks?” – Cathy Kramer

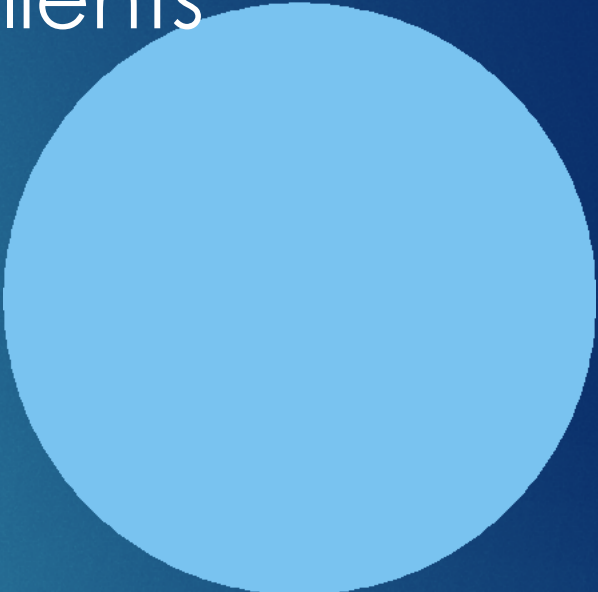
Invest in your business



- ▶ Leverage what you already have
 - ▶ Freedom through a debt-free approach
 - ▶ Live below your means
 - ▶ Savings in biz is just like your personal life
 - ▶ Invest wisely
- 


Optimize your business



- ▶ Talk to other business owners and clients
 - ▶ People want to help
 - ▶ Seek counsel (tax, law, HR)
 - ▶ R&D Tax Credit (alliantgroup)
- 

Optimize your business



- ▶ Understand FAR and benefits
 - ▶ Vehicles, gas, insurance
 - ▶ Retirement savings (Safe harbor 401k)
 - ▶ Expenses
 - ▶ Compensation (NCM)
- 

Earn > Taxed > Spend (employee)

Earn > Spend > Taxed (business owner)

Standard Billing Rate vs. MPA

- ▶ The nice thing about standard billing rates
- ▶ Overhead and understanding your multiplier
- ▶ Direct expenses
- ▶ Profit (bonuses, fringes, fixed fees)

Know your business



▶ Metrics

- ▶ Primary: cash flow, revenue, UT, backlog, marketing pipeline
- ▶ Secondary: cash flow projections, P&L, balance sheet

▶ Resources

- ▶ Deltek A&E study
- ▶ ACEC salary survey
- ▶ ROG study

Revenue

employee	hourly rate	weekly billable hours	weekly revenue	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		
				5	4	4	4	5	4	5	4	4	5	4	4		
	\$ 135	30	4050	\$ 20,250	\$ 16,200	\$ 16,200	\$ 16,200	\$ 20,250	\$ 16,200	\$ 20,250	\$ 16,200	\$ 16,200	\$ 20,250	\$ 16,200	\$ 16,200		
	\$ 135	20	2700	\$ 13,500	\$ 10,800	\$ 10,800	\$ 10,800	\$ 13,500	\$ 10,800	\$ 13,500	\$ 10,800	\$ 10,800	\$ 13,500	\$ 10,800	\$ 10,800		
	\$ 135	36	4860	\$ 24,300	\$ 19,440	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440		
	\$ 135	36	4860	\$ 24,300	\$ 19,440	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440		
	\$ 65	5	325		\$ 1,300	\$ 1,300	\$ 1,300	\$ 1,625	\$ 1,300	\$ 1,625	\$ 1,300	\$ 1,300	\$ 1,625	\$ 1,300	\$ 1,300		
	\$ 100	36	3600	\$ 18,000	\$ 14,400	\$ 14,400	\$ 14,400	\$ 18,000	\$ 14,400	\$ 18,000	\$ 14,400	\$ 14,400	\$ 18,000	\$ 14,400	\$ 14,400		
	\$ 90	21	1890	\$ 9,450	\$ 7,560	\$ 7,560	\$ 7,560	\$ 9,450	\$ 7,560	\$ 9,450	\$ 7,560	\$ 7,560	\$ 9,450	\$ 7,560	\$ 7,560		
	\$ 135	32	4320	\$ 21,600	\$ 17,280	\$ 17,280	\$ 17,280	\$ 21,600	\$ 17,280	\$ 21,600	\$ 17,280	\$ 17,280	\$ 21,600	\$ 17,280	\$ 17,280		
	\$ 80	5	400	\$ 2,000	\$ 1,600	\$ 1,600	\$ 1,600	\$ 2,000	\$ 1,600	\$ 2,000	\$ 1,600	\$ 1,600	\$ 2,000	\$ 1,600	\$ 1,600		
	\$ 100	36	3600	\$ 18,000	\$ 14,400	\$ 14,400	\$ 14,400	\$ 18,000	\$ 14,400	\$ 18,000	\$ 14,400	\$ 14,400	\$ 18,000	\$ 14,400	\$ 14,400		
	\$ 135	36	4860	\$ 24,300	\$ 19,440	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440	\$ 24,300	\$ 19,440	\$ 19,440		
	\$ 90	38	3420	\$ 17,100	\$ 13,680	\$ 13,680	\$ 13,680	\$ 17,100	\$ 13,680	\$ 17,100	\$ 13,680	\$ 13,680	\$ 17,100	\$ 13,680	\$ 13,680		
	\$ 90	36	3240	\$ 16,200	\$ 12,960	\$ 12,960	\$ 12,960	\$ 16,200	\$ 12,960	\$ 16,200	\$ 12,960	\$ 12,960	\$ 16,200	\$ 12,960	\$ 12,960		
	\$ 90	36	3240	\$ 16,200	\$ 12,960	\$ 12,960	\$ 12,960	\$ 16,200	\$ 12,960	\$ 16,200	\$ 12,960	\$ 12,960	\$ 16,200	\$ 12,960	\$ 12,960		
	\$ 75	28	2100	\$ 10,500	\$ 8,400	\$ 8,400	\$ 8,400	\$ 10,500	\$ 8,400	\$ 10,500	\$ 8,400	\$ 8,400	\$ 10,500	\$ 8,400	\$ 8,400		
	\$ 60	16	960	\$ 4,800	\$ 3,840	\$ 3,840									\$ 3,840		
	\$ 135	20	2700	\$ 13,500	\$ 10,800	\$ 10,800	\$ 10,800	\$ 13,500	\$ 10,800	\$ 13,500	\$ 10,800	\$ 10,800	\$ 13,500	\$ 10,800	\$ 10,800		
			Goal	\$ 260,394	\$ 210,893	\$ 210,893	\$ 207,053	\$ 257,219	\$ 207,053	\$ 257,219	\$ 207,053	\$ 207,053	\$ 257,219	\$ 207,053	\$ 204,500		
1			Actual	\$ 228,824	\$ 193,920	\$ 203,327	\$ 243,753	\$ 217,271	\$ 193,680	\$ 156,994	\$ 228,623	\$ 207,865	\$ 321,571	\$ 232,205	\$ 245,989		\$ 2,674,022
2															Annual Targeted Revenue	\$ 2,693,607	

Utilization

2016 Employee Utilization

9/28/2016

Employee	Target Weekly Hours	Target Billability	1st Qtr			2nd Qtr			July (7/2/16-7/29/16)			Aug (7/30/16-8/26/16)			UT Rate YTD	Delta
			Billable	Hours	%	Billable	Hours	%	Billable	Hours	%	Billable	Hours	%		
40	75%	413	520	79%	432.25	520	83%	128	160	80%	97	160	60.5%	79%	4%	
36	80%	410	468	88%	392.00	468	84%	112	144	77%	121	144	84.0%	85%	5%	
32	80%	432	520	83%	423	520	81%	90	152	59%	89	128	70%	78%	-2%	
40	90%	510	520	98%	530	520	102%	175	160	109%	145	160	90%	100%	10%	
40	90%	534	520	103%	591	520	114%	166	160	104%	164	160	102%	107%	17%	
40	90%	475	520	91%	472	520	91%	181	160	113%	145	160	91%	94%	4%	
40	90%	449	520	86%	503	520	97%	124	160	77%	108	160	68%	87%	-3%	
24	90%	263	312	84%	305	312	98%	69	96	71%	91	96	95%	89%	-1%	
40	90%	466	520	90%	468	520	90%	128	160	80%	152	160	95%	89%	-1%	
40	90%	575	520	111%	591	520	114%	99	160	62%	214	160	134%	109%	19%	
30	80%	336	390	86%	330	390	84%	76	120	63%	123	120	103%	85%	5%	
40	90%	556	520	107%	522	520	100%	119	160	74%	231	160	144%	105%	15%	
28	80%	260	364	71%	314	364	86%	122	112	109%	91	112	81%	83%	3%	
36	90%	401	468	86%	484	468	103%	127	144	88%	105	144	73%	91%	1%	
40	90%	0	0	0%	0	0	0%	39	40	98%	167	160	117%	113%	23%	
32	80%	418	520	80%	447	520	86%	90	152	65%	133	128	104%	83%	3%	
40	90%	529	520	102%	468	520	90%	153	160	95%	181	160	113%	98%	8%	
20	5%	17	260	6%	24	260	9%	2	80	2%	2	80	2%	6%	1%	
40	20%	118	520	23%	143	520	27%	21	160	13%	44	160	28%	24%	4%	
40	80%	556	520	107%	473	520	91%	169	160	106%	225	160	140%	105%	25%	
40	90%	446	520	86%	438	520	84%	36	160	23%	160	160	100%	79%	-11%	
40	40%	459	520	88%	394	520	76%	119	160	74%	150	160	93%	82%	42%	
40	90%	0	0	0%	300	320	94%	162	160	101%	179	160	112%	100%	10%	
40	10%	21	520	4%	56	520	11%	11	160	7%	18	160	11%	8%	-2%	
40	90%	539	520	104%	566	520	109%	188	160	118%	142	160	88%	105%	15%	
40	90%	514	520	99%	454	520	87%	159	160	99%	129	160	81%	92%	2%	
40	40%	189	520	36%	205	520	39%	40	160	25%	122	160	76%	41%	1%	
	75%	9,885	12,142	81%	10,321	12,462	83%	2,910	3,920	74%	3,544	3,992	89%	83%	8%	

Backlog

Apex Design Backlog by Quarter

Updated 1-5-09

Project Number	Project Title	Time Remaining hours	q1 2009	q2 2009	q3 2009	q4 2009	end date
Actual							
70021	Greeley-Phase 1	27	27				3/31/2008
70023	DC Comm Plan	6	6				3/31/2009
70024	DC Functional Requirements	88	88				1/31/2009
80030	DC On-Call	170	170				12/31/2008
80032	Greeley -Phase 2	338	203	135			4/31/08
80035	Beck Street	1083	650	433			5/31/2009
80037	FHU - Region 1 Ramp Metering Support	20	20				
80038	Pioneer Crossing	1288	773	515			5/31/2009
80039	Loveland	240	120	72	48		12/31/2009
SUBTOTAL HOURS COMMITTED		3259	2056	1155	48	0	
SUBTOTAL DOLLARS COMMITTED		\$ 382,940.26	\$ 239,484.16	\$ 136,706.10	\$ 5,994.00	\$ 810.00	
% COMMITTED			98.83%	55.55%	2.31%	0.00%	
Potential (at 75%)							
	DRCOG Traffic Signal System	495		203	203	90	12/31/2010
80036	Stolfus - Statewide Camera Cameleon	30	7.5	7.5	7.5	7.5	
	Turnkey Misc	64	16	16	16	16	
TOTAL HOURS		3818	2072	1374	267	106	
TOTAL DOLLARS		\$ 446,107.26	\$ 243,619.84	\$ 139,243.46	\$ 6,316.02	\$ 923.50	
% POTENTIALLY COMMITTED			99.60%	66.05%	12.81%	5.10%	

Cash Flow

Cash Flow Report

OPENING BALANCE		CASH-IN			CASH-OUT					CASH-IN / CASH-OUT		STATEMENT BALANCE	OUTSTANDING	OPERATING CASH
		Cash Receipts	LOC	SUB-TOTAL	LOC	Direct Labor	Indirect Expenses	Balance Sheet Expenses	Bonus/Payments	SUB-TOTAL	Variance			
Nov-18	\$ 481,780	\$ 852,068		\$ 852,068		\$ 205,131	\$ 533,322			\$ 738,453	\$ 113,615	\$ 595,395	\$ 147,861	\$ 743,256
Dec-18	\$ 743,256	\$ 623,575		\$ 623,575		\$ 202,366	\$ 885,097			\$ 1,087,463	\$ (463,888)	\$ 279,368	\$ (279,117)	\$ 251
Jan-19	\$ 251	\$ 1,361,184		\$ 1,361,184		\$ 252,000	\$ 525,025	\$ 3,326		\$ 780,351	\$ 580,833	\$ 581,084		\$ 581,084
Feb-19	\$ 581,084	\$ 875,085		\$ 875,085		\$ 252,000	\$ 264,889	\$ 453,326	\$ 250,000	\$ 1,220,215	\$ (345,130)	\$ 235,953		\$ 235,953
Mar-19	\$ 235,953	\$ 911,765		\$ 911,765		\$ 252,000	\$ 258,694	\$ 3,326	\$ 49,000	\$ 563,020	\$ 348,745	\$ 584,698		\$ 584,698
Apr-19	\$ 584,698	\$ 799,269		\$ 799,269		\$ 254,000	\$ 267,080	\$ 3,326	\$ 450,000	\$ 974,406	\$ (175,137)	\$ 409,562		\$ 409,562
May-19	\$ 409,562	\$ 679,817		\$ 679,817		\$ 254,000	\$ 260,980	\$ 3,326		\$ 518,306	\$ 161,511	\$ 571,072		\$ 571,072
Jun-19	\$ 571,072	\$ 692,047		\$ 692,047		\$ 254,000	\$ 252,309	\$ 73,326	\$ 50,000	\$ 629,635	\$ 62,412	\$ 633,484		\$ 633,484
Jul-19	\$ 633,484	\$ 855,242		\$ 855,242		\$ 256,000	\$ 284,468	\$ 3,326		\$ 543,794	\$ 311,447	\$ 944,932		\$ 944,932
Aug-19	\$ 944,932	\$ 701,498		\$ 701,498		\$ 256,000	\$ 246,206	\$ 3,326		\$ 505,532	\$ 195,966	\$ 1,140,898		\$ 1,140,898
Sep-19	\$ 1,140,898	\$ 679,160		\$ 679,160		\$ 256,000	\$ 265,602	\$ 3,326		\$ 524,928	\$ 154,231	\$ 1,295,129		\$ 1,295,129
Oct-19	\$ 1,295,129	\$ 901,771		\$ 901,771		\$ 258,000	\$ 266,494	\$ 3,326		\$ 527,820	\$ 373,950	\$ 1,669,079		\$ 1,669,079
Nov-19	\$ 1,669,079	\$ 678,796		\$ 678,796		\$ 258,000	\$ 292,144	\$ 3,326		\$ 553,470	\$ 125,325	\$ 1,794,405		\$ 1,794,405
Dec-19	\$ 1,794,405	\$ 727,928		\$ 727,928		\$ 258,000	\$ 286,440	\$ 11,326	\$ 500,000	\$ 1,055,766	\$ (327,838)	\$ 1,466,567		\$ 1,466,567

Hiring

PEOPLE
think it must be fun to be super
GENIUS,
but they don't realize how hard
it is to put up with all the
IDIOTS
in the world.



Calvin and Hobbes Wisdom Quotes via Gecko & P



Hiring



- ▶ When to hire
 - ▶ Analysis paralysis
- ▶ Attracting talent
 - ▶ Play to your strengths
- ▶ If you build it, they will come
 - ▶ The work will follow good people



Hiring



- ▶ It takes all types
 - ▶ Finding people:
 - ▶ Word of mouth, LinkedIn, Indeed, local trades
- 

Hiring



- ▶ Hire well
 - ▶ The impact of a good employee
 - ▶ The cost of a bad employee
- ▶ Interviewing
 - ▶ Screening resumes
 - ▶ Phone call
 - ▶ References – call them!
 - ▶ In-person (spend enough time, it's a two-way process)

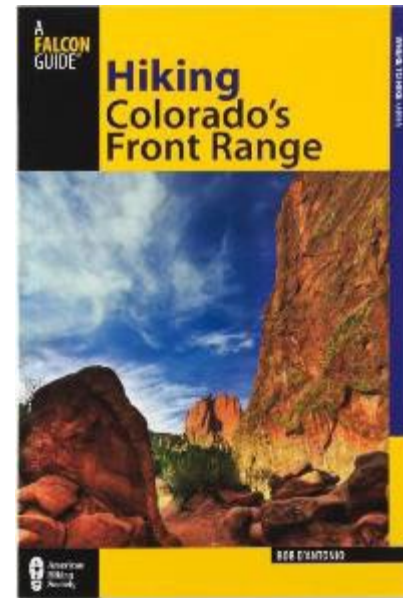
Hiring

- ▶ You make the rules:
 - ▶ Flexibility
 - ▶ Pre-tax vs post-tax
 - ▶ PTO, tuition, signing bonus, phone, internet, moving, rent



Hiring

- ▶ On-boarding
 - ▶ First impressions
 - ▶ Being prepared



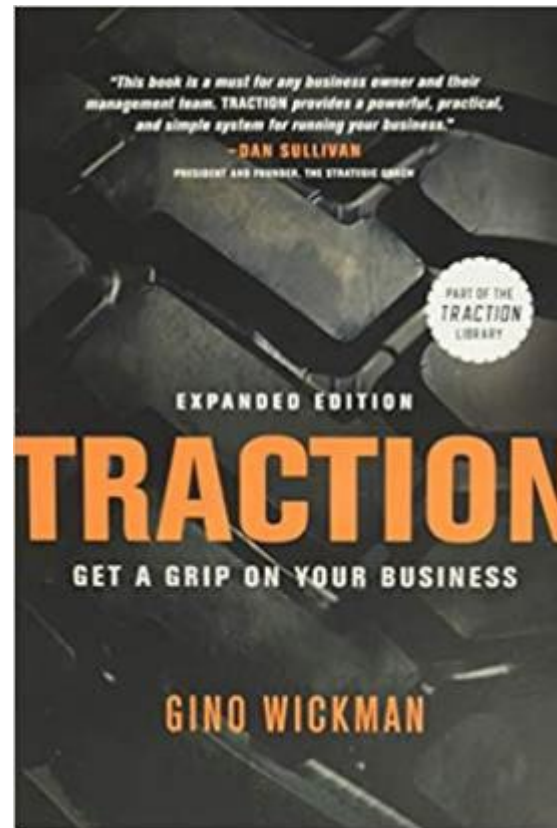
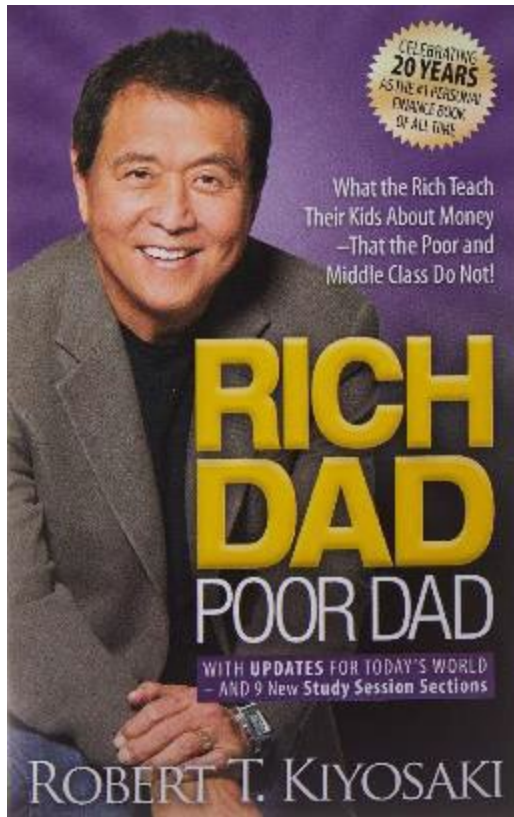
Retaining Staff



- ▶ Being open and transparent
- ▶ Give them opportunities and exposure
 - ▶ IQ increases with expectations
- ▶ Share the success with them
- ▶ Give regular praise
- ▶ Do things that are unexpected
- ▶ A few words about adversaries

Note: if they're not working out then move on
(remember Pareto's principle)

Lifelong learning



QUESTIONS

Melissa Rosas

melissa.rosas@consoreng.com

720.252.3869 (mobile)

