Croskey Lanni: Yesterday, Today and Tomorrow, an Anecdotal Narrative

By Founder/Managing Partner David M. Croskey

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I looked at the $5,000 check. I looked at the presenter who was so proud to be delivering the bonus news. I did not have much to say. My wife was eight months pregnant. We were trying to move into our house. Purchased when it was 60% done, we were still in the process of completing it. In other words, it was a messy construction zone. In the meantime, we were “temporarily” living with my parents (again ... see below) in Clinton Township because our occupancy permits kept getting delayed. I was actually laughing at myself and the entire situation. Bemused, determined and certainly a challenging time. But also with a thought I had to repeatedly block out – what a loser! What the heck was I doing?

But when you are 26 years old, you figure it out – right?

The Background Years, 1982-1986

Four years earlier in 1982, I had just graduated from Wayne State University. I interviewed at a bunch of places, so confident that I skipped out on my last five interviews with the Big Eight accounting firms. The first three were all I could handle; somehow, I was already comprehending I was not a good fit. They must have figured it out too because I did not even get to second interviews at the three I did talk with. I also had interviews with regional and local CPA firms, private businesses and governmental employers. But 1982 was a tough time. Nobody was hiring, interest rates were at 17%. The economy was in an extended recession. I was living at home after spending the past three years living on my own ... well, really with my college buddies at WSU.

I finally was offered a job by the State of Michigan to work in downtown Detroit. I can’t say I was excited. Actually, I was ticked off. According to my plans, I was supposed to be playing professional baseball somewhere but had not picked up a bat and glove for six months. Worse, some of the guys I had played with at Wayne State were in the minors, and a few had made the majors. It was really troubling to me; even though I had stats and attributes that I thought were at least as good as theirs, I never got a shot. But I wasn’t the only one on our team not to get drafted. Things don’t always work out like you intend.

But at least the State of Michigan was a job and maybe I could parlay it into another one. So I accepted. The orientation process was grueling. In fact, it was so bad that I intensified my job search in between the time I got the offer and three weeks later when I actually started. I called and called and called every place I had interviewed. Then I phoned them again.

On the Monday I started my government employment, I received a call from Doeren Mayhew, a local 70-person CPA firm. Could I come in the next day for a second interview at 9:00 a.m.? I was offered a job immediately and never returned to the government – one day had been enough for me.

Getting Started and the CPA Exam

I loved working at Doeren Mayhew so much it wasn’t work. It made me forget about the pain of not getting drafted into baseball (I will tell that story another time). What an incredible learning process!
They offered me all kinds of interesting clients to work with, doing their financial statements and tax returns along with other challenging projects. I liked being a part of the intricate puzzle, tying all the accounting and tax pieces together, even more so if other complex complications were thrown into the mix. The company also provided me with five or six mentors who were happy to show me the ropes. There was one guy in particular who seemed to like me, look out for me, help me and get me on a bunch of his accounts.

Work was so fun and exciting that I did not study even an hour for the CPA exam. The exam at that time was a mandatory test given twice a year that's required to become a CPA. It consisted of four parts – business law, accounting and auditing and practice, which was divided into two sections.

Somehow I passed one part – business law. Unfortunately, one of the rules was that you had to pass at least two sections in order to carry anything over and not retake. The next time the test came around, I studied my tail off and even took a review course. I successfully passed three sections – everything but business law! I finally got through the last part on my third try and a year-and-a-half into my career. But becoming a CPA required a second mandatory qualification: one had to work for a CPA firm for at least two years.

Around the same time in 1984, one of the clients I had been working for, Harry Schoeneberger, offered me a job. I repeatedly told him no, but thanks. Between loving where I worked, the variety of challenges I had and the fact that I needed six more months of experience to qualify as a CPA, I thought it was easy to keep saying no.

1984: The School of Hard Knocks - My “Real” Training Begins

Harry owned Bayview Electric, a construction business, along with a separate lighting sales company, an equipment leasing company, a real estate business and a restaurant. He was an amazing and electrifying figure. “Live it up” was his theme in life and, boy, did he! Eventually he upped the ante (including some ownership) so much that I decided to give the job a try. What helped was Doeren Mayhew indicating I could come back at any time; they also predicted I’d be lucky to last six months working for Harry.

My pay tripled now, including benefits like a car. Always having been a Detroit-area east sider, Harry moved me into a west side mansion, right near the office on Meadowbrook Lane in Redford Township. I had already figured out that the learning curve at a CPA firm can be as intense and grand as one wants to make it, offering many different styles and ways of doing accounting and taxes across diverse industries and types of people. It is one reason why training at a CPA firm is so valuable. My learning curve had been like a ladder leaning up against a house – very steep.

But my business education had only begun. Because when I went to work for Harry, he showed me that he could not wait for financial statements or tax returns to make decisions. I learned what was to become the foundation of Croskey Lanni as we operate today. I sat in the hot seat, functioning as controller, CFO, treasurer and “quasi” owner, required to learn at an even steeper pace – like climbing a ladder that was perfectly straight up. I had to deal with cash flow, the importance of sales and the next revenue source, the impact on pricing and relationship to gross profit margins, mix of products, bidding, the necessity of having the right people, the value of relationships, projections, inventory, internal controls, banking, insurance, legal and even how to manage outside CPAs.

But a year into working with Harry, I had not gotten a contract and could see it to be a long haul before he would actually really sign over some ownership to me. Additionally, I genuinely missed the action at
the CPA firm, especially since I still desired to become a full-fledged CPA. Most people think of working at a CPA organization as a bunch of crunching numbers. While that is part of it, there is also the general requirement to be able to successfully manage 20 to 100 things at once and keep them all straight. I missed working with a team and the variety of clients and puzzles constantly changing.

The CPA industry is where my real training had begun, learning the importance of teamwork, with everyone simultaneously cultivating the same goal while often on sensory overload. Tax seasons were a rush to me. I loved them. As compared to the different learning I was having with Harry where it was more of a school of hard knocks, it also had a more repetitive process environment. Between the two variations, vastly different atmospheres, I saw what and how one could tie all the pieces together in a better fashion because of the background I now had with Harry. I felt I had obtained a permanently better perspective about what a business owner really wanted and needed in a CPA. It was one that most CPA’s don’t get the chance to experience – that of working from the perspective of the very clients we serve. I felt that I could, by working with other people, make a positive impact on their businesses.

This remains today as the most rewarding aspect of the Croskey Lanni team – helping our clients in ways that matter!

 Returning to Become a CPA
I went back to Doeren Mayhew while Harry remained a client and mentor for the rest of his life. I can never thank the late Harry Schoeneberger enough for providing me a foundation so different from most of my peers. During the time I worked for him, he also gave me the opportunity to meet a number of influential people. Many were business owners who sought me out after I went back into the CPA world.

My status there was a bit of an anomaly. I had started my career with an entry-level salary and got a sizable raise after the first year. Then Harry forever hijacked my compensation perspective by paying me 75k. Returning to Doeren, I brought 60k of new work with me from business owners I had met through Harry. But what was an established firm supposed to do with a 25-year-old who was not even fully certified as a CPA? We agreed to a salary in the neighborhood of 45k and a to-be-determined bonus based on how things went.

The 60k of work turned into 85k. Often, these clients wanted to come in to meet with me, so I was set up with an office staged as mine; then, I’d return to my place in a cubicle with the rest of my peer group. These accounts only consumed about 33% of my time. That left, at least from my perspective, another 1,200 hours that the company could charge me out at 100% profitability.

I Looked at the $5,000 Bonus Check …
... from Doeren Mayhew, went home and put it on my bathroom counter. I considered it every day for a week before finally putting it in my pocket and marching back into the partner’s office. I talked to him about the math not adding up relative to my pay. He described all the costs involved in running a CPA business, as well as the many attributes the firm brought to clients as well as to myself. His reasoning was an impossible task because I really was not listening to him.

The best he could do was to put another 5k on the table, payable at the end of the year. It did not sit right, but another tax season was upon us. Over the upcoming weeks, I talked with a variety of the partners every chance I got, discussing the future and my opportunities. Meanwhile, I brought in more work while continuing to successfully service other clients. After tax season ended, I went back to him with the concept of going out on my own to start a CPA firm.
Getting Ready for the Big Step
It must have been hard for them to take me seriously. In fact, one reaction was laughter. Another one was disbelief. Our industry is very complicated, requiring knowledge in a wide range of expertise areas, with taxation and accounting being the simplest of these. How and why would a 26-year-old who was barely a CPA, with a newborn son named Eric and bright future where he was, believe he could have better success on his own?

But the more we talked, the clearer my path became to me. I contacted the regulatory authorities, determined to resign properly, ethically and pursuant to the rules of the profession. I figured if I left the right way and things did not work out on my own, I could come back to the fold – again. Still, I really never thought much about doing that. The reality was, I was pragmatically determined I could work hard and figure it out.

That was most of the plan. I guess in hindsight, it really wasn’t much of a plan. Maybe that’s why I am such a stickler for written plans nowadays – they really do work!

Laying the Foundation for Croskey Lanni, 1987-1990
On October 1, 1987 what is today Croskey Lanni, PC was founded. At inception the company was formed as Krentz Croskey. Jeffrey Krentz was a high school and Wayne State University friend, colleague and entrepreneur who had started a CPA firm on his own at the age of 25. His passion was technology. We set up shop on Rochester Road at South Boulevard in Rochester Hills, Michigan, sharing space with a veterinary clinic. Right next door was a rock/boulder reseller. The daily drop-offs of massive amounts of rock rumbled our building. He already had employed one teammate who actually started before Tom Lanni and myself – Debbie Robinson. She was teammate numero uno! She was a part of our humble beginnings today successfully leading our Small Business Team – one of the many long termers our culture proudly advocates.

Building a Team, Partners and Clients
After it become public I was leaving Doeren Mayhew, my favorite mentor and associate (remember the one guy in particular who had taken a special interest in me when I had started there?) approached me to say congratulations and good luck.

Thomas B. Lanni - What a gem of a man.

Tom kidded me that I should have told him about my plans. I explained that I was careful to leave under good terms and had consulted Michigan and national CPA societies for help on what I could and could not do. One of the rules was that I could not solicit clients or members of the firm I was leaving. The clients I had brought in were free to go where they wanted, which I knew was with me.

Nine months later in the summer of 1988, our firm became Krentz, Croskey & Lanni when Tom joined us as mentor, partner and friend. Looking ahead, our goal was to add a person a year. We intended to get to 20 teammates while staying under the radar. We simply wanted to become the best CPA to our clients and team – everyone else be darned! I could not have teamed up with a better partner than Tom. He remains one of the blessings in my professional career. His steady hand, wise intellect and balancing demeanor to whom I am as a person is the indescribable history of the success and culture of Croskey Lanni.
Our early years were dominated by construction clients, and by finding out our cash flow had huge peaks and valleys. To try stabilizing, we decided to market to other industry sectors. That included networking with State Farm Insurance to create a specialty area that exists to this day in the form of working with independent and national agencies.

About the same time, one important client, Andersen Material Handling, went through a devastating experience as their retirement plan provider went bankrupt. Everyone has heard about government guarantees on investment accounts and the like. But how many people have had to go through the experience of dealing with it? Croskey Lanni took the lead role on behalf of Andersen to maneuver through this very complex process. No, Andersen employees did not get 100% of their invested account balances. It was actually closer to 80% and took nearly three years. We led the Andersen task force researching retirement plan industry providers. We literally read the small print in multiple prospectuses. It was amazing to learn the truth. The end result was incredible knowledge which we utilized to start our first specialty business in the late 1980s. This remains an important part of our service offerings today – Barclay Planning Group. Our partner Carolyn Jones is one of the leading experts in the country and leads this Specialty team. She has done some mentoring of her own as Gina Chase is now moving into a similar position at Croskey Lanni.

**Developing Specialties**

Charter schools were in their infancy in Michigan in 1994 – the year the first Charter school opened in Michigan - creating a unique opportunity that we strategically developed as another specialty by partnering with John Romine, one of the founding fathers of the industry. We devoted resources, time, money and training to growing in that sector, effectively building a reputation that we believe today makes us the best provider in the state. Patrick Sweeney is now our partner in the charter and for-profit school industry. His experience and expertise cannot be matched. Melissa May and Kevin Terry today have the expertise as they have respectfully moved into leadership positions in Charters and Non Profits.

We expanded into other areas as well, all necessitated as a way of going beyond our initial construction specialization and dependency. This growth is an example of our adapting and changing while evolving.
We fed off of our relationship with Andersen developing a specialty practice in Material Handling, Distribution our Partner Roger DeJong now leads (along with Construction).

In our earliest days, we asked some of our key client companies to help us out by paying monthly amounts, which we discounted, in order to establish consistent cash flow. We’re proud to still be servicing most of these early clients. They include Andersen and Mike Pinkleton of Calculus Construction/Intech Anchoring; Lenny Schafer, joined later by Paul Doppke of Landscape Services; John Romine and his son Paul of the Romine Group; Jim Dinverno of Dinverno, Inc., continued now by working with Guido and MaryKay Dinverno; and the late Dennis Cavanaugh of Data Reproductions. Both Jim and Dennis generously and beneficially paid us 25k in full at the start of the year. (Of course we found them tax advantages for doing so.)

Arguably our most important client remains Andersen Material Handling ... not just in providing us important operational consulting projects on an ongoing basis since our first day of business in 1987 or because we continue to work with Tom Campau, Jr. and Bobby O’dette, the third generation of
leadership. Above all, Andersen has played an essential role in our development as we witnessed and participated in their commitment to conducting business utilizing the best attributes of the best organizations. We have parlayed these experiences into a specialty diagnostic consulting practice that today provides incredible value to clients that have gone through this process. Thanks to founder Hans Andersen, Jim O’dette, and especially, Tom Campau, Sr. who spent the most time mentoring me. Today Randy Nobles and Brian O’Reilly lead our consulting practice.

While all of the above were or have evolved into being large clients, there are scores of others who have been part of our roster over the years. While our fees to them are much less, we service them with the same passion: Ken and Sandy Andreoni, Ron and Sue Daiza, John and Sharon Reidel (the conference table that relates to John and Sharon is described shortly), to name but a few.

On the other side of the equation was a contractor who paid us 2k a month but beat us up in every other regard. Initially, we took the abuse because we could not afford to lose the cash flow and work. But we can attest to one of our most historic and proudest moments being the day a few years later when we were finally in position to politely inform this tyrant that we did not need his monthly payment or his business!

We always also tried to secure more office area than we required so we could sublease sections until we needed it. One tenant was attorney and counselor extraordinaire Gerald A. Gordinier who hung his shingle with us for more than 20 years before finally moving to be closer to home and family. We still miss him.

Moving On Up … and Out
As we slowly grew to 10 people, we began to run out of space. We transitioned a file room into a joint records and conference center. When one of our State Farm clients (John and Sharon, see above) retired, we traded services with them in exchange for a huge, “boo-u-dhoo-ful” mahogany conference table. The problem was, we did not have a place big enough to accommodate it. Fortunately, the piece was built in three sections, a base with two halves that fit together to form the top. For a while we used only half of the table. We still have it and fortunately, now, a place large enough to house it in our main Rochester office conference room after being renovated years ago by another long term client Jeff Miechaels of Mike's Antiquary.

Finally maxed out, we located a building on Barclay Circle in Rochester that was empty because the previous tenant had moved to larger offices. By subleasing, we were able to rent at half of market value. It was a valuable lesson because facilities, after payroll, are generally a CPA firm’s largest expense. When our lease expired, we were able to capitalize on a similar situation in another building nearby. Three locations in 10 years meant a lot of scrambling, but the savings were worth the effort. Plus, we became very efficient at moving, turning that flexibility into a strategic cash flow advantage.

Growth and Change, 1991-1999
In 1993 Steven Raiecevich, a CPA colleague and friend, approached us about merging his business into ours. The timing was good because despite the strong partnership with Jeff, Tom and I were at the infancy of evolving the firm with more processes, internal controls and procedures. This type of environment was not for Jeff. One of the realities of our growth was Jeff’s deteriorating happiness in dealing with the constraints placed on his preferred style of practice. We began to mutually work toward spinning Jeff off into his own independent CPA firm.
For a brief period our name was Krentz Croskey Lanni & Raiecevich until Jeff was able to go off on his own. Then we became Croskey Lanni & Raiecevich. The parting was completely harmonious, and we remained close friends for the balance of Jeff’s too-short life. It was around this time another significant event occurred – the hiring of Carolyn Jones. In due time Carolyn led our tax team as she does today working with more long termers Matt Hoch, Theresa Barylski more currently with Mark Irwin and Joel Zielke.

**Looking for a Home**

In 1997 we purchased an awesome piece of property on the same street where we had been subleasing. We could not have been more excited as we designed and constructed our “permanent” home. No sooner had we moved in when a client friend fell in love with the place and inquired about purchasing the building from us. He just had to have that building and kept increasing the offering price to the point that we were forced to have some serious internal dialogue. Tom was very adamant that after so many moves, we needed stability; having a place for our firm was the priority. He felt that the value of the building would remain for the long term. He wisely reminded Steve that our primary objective was consistency. He was correct in that our value was there and would remain; we could earn a better return on investment as an owner-occupied building than any of us could do in the stock market or elsewhere.

Steve saw it another way, almost like a revelation and a sign. His view was that the monetary gain was life-changing, requiring us to sell. Nothing else was relevant and he was relentless in his pursuit to gain our consent.

I agreed with Tom, except for one significant factor conflicting me at the time. I was recently divorced, which required me to pay my ex-wife her 50% share of my ownership of Croskey Lanni as a part of the settlement. I felt broke. I was living in a rented home with two bedroom sets for my three kids to sleep and a kitchen table as about the only furniture. The money looked very attractive to me as a way of beginning to pull out of the cash crunch commonly associated with divorce. Over time we deferred the primary decision to the most passionate person, Steve. If this meant that much to him, and it clearly did, we agreed to support him.

You have heard about gut feeling, intuition instinctive awareness? We have seen it time and time again as we worked with business and community leaders. It is a valuable intangible. For some reason, as Steve took responsibility to see the transaction through and presented us a few weeks later with the purchase agreement for signing, a thought occurred. I can’t say why, but I asked Steve if he was intending to sell the building and then jump ship, leaving an overhead burden for Tom and myself to manage. He assured us he did not plan on doing such a thing, both Tom and I signed the documents.

**Emergence of Today’s Croskey Lanni, 2000-2016**

Sure enough, almost immediately after closing on the sale of the building, Steve told us he was moving on. While it was a bitter financial challenge at the time, his departure wound up being one of the best things to happen to Croskey Lanni. It took his departure for us to understand the adverse effect those who are not “on the bus” can have on a business, especially if it is a partner. Not that Steve was a bad partner; to the contrary, he had been a good partner and friend. But his style, as we ultimately found out, was different from Tom’s and mine.
We learned that sometimes things can take an unexpected turn. We could not see clearly while we were in the moment. It was not until later when we were removed from the situation that Tom and I could look back to understand this invaluable lesson.

Finalizing the Name, Place and Culture
Our business name finalized as Croskey Lanni, the name and substance of who we are today. Most notable was the core team that remains with us today, creating our internal culture and quality of life atmosphere. Carolyn Jones came up internally in this culture, contributing in material ways and becoming our partner in 2000. Beyond her expertise, she brought with her an amazing insight and perspective that was unfamiliar to Tom and me, creating value for the entire Croskey Lanni organization.

Roger DeJong and Patrick Sweeney were two teammates we had been working with for more than 12 years; they had become, like Carolyn, teammates we could not do without. “Invaluable” is the word that comes to mind when I think about them. In 2007, they became partners and have been instrumental in planning, implementing and developing our team. As Carolyn is to Barclay Planning Group (taxation, too), Pat is to charters and for-profit schools and Roger to production, servicing an amazing amount of quality client work. I talked about how important Tom has been to me. Carolyn, Roger and Patrick also have stepped into invaluable shoes, now parlaying our firm to greater heights as their strengths offset our weaknesses. By this time we developed some administrative strength primarily because of Debbie Genoff, Michele Weber and Deana Vollman (yes - more key long termers!)

In 2006 after renting yet another sublet location, we subsequently purchased property in downtown Rochester, setting out again to design and build the permanent home we reside in today. As it turned out, the first building would not have been big enough for us over the long term.

It now had been 20 years since we started. Our intentionally slow, strategic, methodical growth had resulted in a high quality of life for our entire team and an awesome client base within a family atmosphere and foundation of teamwork. Pretty good success so far.

Evaluating and Expanding for the Future
Businesses have a life cycle. In 2007, 20 years after starting, it was time to evaluate what we wanted to do next. Our industry generally requires growth in order to maintain a team and provide good people with ongoing opportunities.

We were fortunate to receive an inquiry from Cliff Powell, head of Powell and Associates, a reputable Royal Oak-based CPA firm looking to merge into with a similar value client-service orientated firm that would be there to take over from a succession standpoint. Their team joined up with us in 2008, adding a dimension beyond just bringing in clients. Cliff’s knowledge and experience brought us executive-level insight from a perspective not previously available. Patty Harrell, his daughter and long term teammate came on board remaining today as our Technology leader.

Cliff also brought with him some really cool software that significantly enhancing our ability to provide a proprietary service we offer to our clients that has had 100% absolute success – always with a money back guarantee. It’s a form of a business diagnostic. Our operational background – as a result of my time with Harry, put us in a unique position to ensure we consistently trained many of our team members by placing them into the hot seat as our clients bookkeeper, controller or CFO. Combining this ongoing training experience and expertise, we often worked with clients and had developed a home grown
business analysis consulting service. The software Cliff brought tidied it all up for us into a perfect fit significantly enhancing this important service.

We conducted this business diagnostic specialty service upon ourselves. We evaluated shareholder alignment, the industry and our team, comparing what life might be like if we sold versus making the decision to take our foundation and grow to a 50-person firm.

Successfully maneuvering through the economic meltdown (the Great Recession officially lasted 18 months, from December 2007 through June 2009), we involved our full team in the evaluation and strategic process associated with our next-step decision to grow, while maintaining an extraordinary environment for our team and clients. Together, all of us in 2010 put into place a documented plan to double in size over the next five years, so long as we kept our family and team focus. This decision was related to the workings of our industry, whereby certain defined benchmarks resulted in infrastructure efficiencies. We were not going to get stuck in the middle. If we were going to grow, we needed to get at it because this can be a dangerous period involving pain, including potential team turnover coinciding with process and internal control in a more defined structure. Our full team needed to be on board in order to be successful.

The prerequisite was continuing to provide the highest level of quality service. We’ve had a few bumps along the way, but none that our clients felt seriously or that we did not use as a means to adjust, take action and improve. Continuous improvement is our norm and our culture. Everyone at Croskey Lanni understands our Vision, Engages in making it happen, Adjusts along the way (as always seems to be necessary), then simply Goes for IT. It’s known around Croskey Lanni as VEAGIT!

We began to zero in even more on specialized areas beyond our existing niches. In 2012 we merged in a firm specializing in nonprofits, partnering with the talented Dick (W. Richard) Shovan. This involved opening a second office in Novi, Michigan, where we signed an attractive, option-based, 22-year lease at far better pricing terms than we could have earned if we owned. We also focused on developing the leadership skills and involvement of all interested teammates. While cultivating our team by instituting process and internal controls, we probably had a few too many meetings along the way – but made sure to have some fun, too.

In 2013, we opened an office in downtown Fort Lauderdale, operating out of a Florida-based CPA firm. As time went on, we determined we needed a reputable, on-the-ground leader from the area in order to
best achieve success. In 2014, we took a unique approach in partnering with Randy Nobles, a friend, client and community leader who transitioned from an early retirement as President of Comerica Florida into leading our Florida initiative. He quickly identified Lenny (Leonard A.) Geronemus PA, a reputable CPA firm specializing in estates and trusts that we integrated into our growing practice in 2015 along with two of his key long term teammates Malinka Nyitray and Lisa Kalpakjian.

The Family CPA Team
Today we represent a unique team of people with tenure that proudly leads the CPA industry in terms of longevity and experience, along with what we strive to attain as the highest quality of life. We don’t like to think of our work as defined in the dictionary – to toil or labor. Instead, our culture is that of a family team of individuals who consolidate, coordinate, collaborate and have “each other’s backs” on a daily basis.

Our environment is special – just as is our team. We zero in on our clients without fanfare or accolades, assisting them through the challenging times that are bound to occur in their lifecycles, just as they have in ours. Most importantly, we’re dedicated to helping in ways that matter, making a positive impact on people, businesses and community. We’ve had a fun tradition rotating around our offices – a pet dog named VEAGIT! was born into our lore compliments of Gina Chase many years ago. VEAGIT! is a silent yet visible way to recognize a teammate’s good deed. Whomever is in possession and taking care of VEAGIT! is obligated to pass him along within a week or so to a teammate they have witnessed doing something worthy of recognition.

VEAGIT! co-exists in many ways that starts with every new team members very first day of work. A few veteran teammates provide a unique orientation in a session where the PD Eastman book Go, Dog Go! is required reading.

In every instance, we embrace extraordinary, even when the unexpected challenges us and forces us to adapt. Change makes us stronger and builds tighter relationships among ourselves along with clients. Our expertise deepens, as we find new ways to create value and innovation. With our client partners we love the future, as together we enjoy and celebrate ongoing challenges always seeking success.