Workshop on Forming Business Arrangements

Fonda Lindfors New, CEO, PG, PMP QRI

Julie Erickson, CEO, MBA, PMP Stell
Presentation Summary

- Introductions, Who is QRI & Stell
- Types of Partnerships (MP, JVs, Prime-Sub)
- Sources of Information
- The Importance of Partnerships (MP, JVs, Prime-Sub)
- Discernment
- Our Joint Venture
- Snapshot of our JV
- Infrastructure Needs
- Define Your Management System
- Horizontal Management of Sales - Admin - Technical
- Journey of Change
From Field Geologist to CEO

- Founded QRI in 1986, Fonda Lindfors New, PG, PMP
- Forty (40) years of Management, Construction, Emergency Response, Environmental, Geophysical, Remediation, and Subject Matter Expert Experience
- 1980 – 1985 Established the LGS Radiocarbon Laboratory for Sea Level Research
- 1986 – 1995 QRI Field Geologist on Texaco & Chevron Sludge Impoundments
- 2006 – 2015 QRI PGM & PM on Federal Contracts for USACE; USAF; and GSA
- 2016 – Present CEO of QRI; PGM on Federal Contracts for USACE; USAF; and GSA
- 41 Joint Ventures since 2007
- 12 Joint Ventures have and are Generating Revenue
- Protégé to 4 Mentors since 2005
- Mentor to 2 Protégés since 2018
From Radioman to CEO

- Julie Erickson, MBA, PMP
- Acquired Stell in 2016
- Over 17 years of Consulting Experience
- 2003 – 2010 ICI Services, Operations Center Manager
- 2010 – 2014 Stell, Technical Services Program Manager
- 2014 – Present CEO of Stell
- Three Joint Ventures: EDWOSB, SDVOSB/WOSB, 8a
- Protégé to HDR
- Mentor to Whitetail
Mentor Protégé
Joint Venture
## Sources of Information

### Federal Procurement Data Systems

#### Top 10: Department Full Name
- DEPT OF DEFENSE (32322)
- ENVIRONMENTAL PROTECTION AGENCY (14503)
- STATE DEPARTMENT OF (3328)
- AGENCY FOR INTERNATIONAL DEVELOPMENT (2010)
- TRANSPORTATION DEPARTMENT OF (2110)
- INTERIOR DEPARTMENT OF THE (222)
- GENERAL SERVICES ADMINISTRATION (1853)
- AGRICULTURE DEPARTMENT OF (1573)
- FOREST SERVICE (1573)
- NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (1553)

#### Top 10: Contracting Agency Name
- DEPT OF THE NAVY (16777)
- ENVIRONMENTAL PROTECTION AGENCY (14473)
- DEPT OF THE ARMY (16753)
- DEPT OF THE AIR FORCE (4627)
- STATE DEPARTMENT OF (3328)
- AGENCY FOR INTERNATIONAL DEVELOPMENT (2227)
- FOREST SERVICE (1612)
- FEDERAL ACQUISITION SERVICE (1475)
- FEDERAL AVIATION ADMINISTRATION (1467)
- U.S. COAST GUARD (1035)

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### PMBP Manual

May 2009 | Version 1.0

You’ve got a great idea. Now, make a plan to turn it into a great business.

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How to Select the Partner

- What is your plan for growth
- What are your values & culture
- What do you need from the relationship
- What can you give to a relationship
- Think ahead ..... do you have one or more opportunities to pursue together?
- It costs money/time/energy to pull these together – What is Your Return on Investment?
Mentor Protégé

• What it is

• Do you have to have one for a JV

• What does the Small Business get out of it

• What does the Large Business get out of it

• TIME & MONEY considerations for both

• Limitations on how many mentors
Why Should a Company Have JVs in Their Arsenal?

- Protects you from **CHANGE**
  - Industry Downturns
  - Natural Disasters
  - Mergers & Acquisitions
  - Political, Social, & Economic Events
- Gain Market Share by JVing with Incumbents
- Improves your Infrastructure
- Manages your 3 or 5 YR Average
- Competimate is a Partner!
- Sharing Relationships
- Niche Expertise
- Improvements
  - Cashflow Improvement
  - Personnel Improvement
  - Geography Improvement
  - Qualifications Improvement
  - Market Share Improvement
- Increases & Decreases
  - Bonding Capacity Increases
  - Increase NAICS Codes
  - Sharing Risk

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After you create the Joint Venture

Your federal pursuits will change because you are now more than your individual past performance.
Powerhouse!

Financial capability to include bonding

157 Staff that merge nicely!

Collectively we are still small under several NAICS

Our network of business partners just doubled, if not tripled

Systems capability just became more robust

Formal process and procedures

A great blend of senior, middle and junior technical capability

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Summary of QRI - Stell’s Federal Portfolio

Memphis (7) New Orleans (49) Vicksburg (3) Rock Island (1)
MVD $59M

Savannah (4) Mobile (6) Jacksonville (1)
SAD $46M

Tulsa (7) Fort Worth (11) Galveston (1)
SWD $44M

Seattle (10) Kansas City (4) Portland (3) Omaha (1)
NWD $27M

Baltimore (3) New England (1)
NAD $4M

Albuquerque (2)
SPD $2M

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$210M
Winning rate will increase

• Meshing our Capabilities:
  o More Projects
  o More Past Performance
  o More Geographic Coverage
  o Stronger Systems
  o More Bandwidth in Marketing & Biz Development
  o Bigger Technical Capacity to Perform
Infrastructure Needs

How will you manage the JVs
Infrastructure by the Rules

2014 – PRESENT | Systems & Processes for SAT Management System = EOS Traction

SALES
EOS & Salesforce
Navigator System™

ADMIN
EOS & Unanet
Navigator System™

TECH
EOS & PMP
Navigator System™

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What are the Systems & Processes for the JV?

1. Vision
2. People
3. Data
4. Issues
5. Processes
6. EOS
7. Traction
8. Unanet
9. Navigator System™
10. Rock in the Pond

Communication
- Vision:
  - 8 Questions
  - Shared by All
- Data:
  - Scorecard
  - Measurables
- People:
  - Right People
  - Right Seats
- Issues:
  - Issues List
  - IDS
- Process:
  - Documented
  - Followed by All
- Traction:
  - Rocks
  - Meetings

SALES ADMIN TECH

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Management Systems for the JV

- Right People Right Seats
- Issues List
- IDS
- 8 Questions
- Shared By All
- Scorecard
- Measurables
- Rocks Meetings
- Documented Followed By All
- Process
- Traction
- Data
- Vision
- People

Issues List
IDS
8 Questions
Shared By All
Scorecard
Measurables
Rocks Meetings
Documented Followed By All
Process
Traction
Data
Vision
People
Horizontal Management of S – A – T

**SALES**

1. **Execution of 10 Sales Strategies**
   - F1. Incumbent | Forecasts from Agencies | Trade Shows | Beta Sam, aka FBO
   - F2. MP - JV Partners
   - F3. USACE
   - F4. GSA
   - F5. Subcontractors
   - NF1. Industry (Oil – Petro Chemical – Utilities - Lawyers)
   - NF2. Real Estate
   - NF3. Local-State Government
   - NF4. Large Consultants
   - NF5. State Dept. of Transportations

2. **Award**
   - 2-1. Update Salesforce
   - 2-2. Complete Transition Plan
   - 2-3. Transfer to ADMIN DIVISION, ACC SECTION
   - 2-4. Transfer to ADMIN DIVISION, SAT SECTION

10. **Sales Closeout**

**ADMIN**

3. **Tools (Unanet) Syncing**
   - 3-1. Contract Uploaded to Unanet
   - 3-2. Contract Uploaded to QRI Navigator
   - 3-3. Transfer to TECH DIVISION

4. **Partner Billing**

5. **WIP / Cashflow Projection**

9. **Administration Closeout**

**TECH**

6. **Execution of PMP**
   - 6-1. Develop Project Charter
   - 6-2. Develop Project Management Plan
   - 6-3. Direct & Manage Project Work
   - 6-4. Monitor & Control Project Work
   - 6-5. Perform Integrated Change Control
   - 6-6. Close Project, Transfer back to SALES Division

7. **Client Billing**

8. **Technical Closeout**

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Small or Large - It is a Journey of Change

- Are you nimble enough to change?
- Do you have the cashflow to overcome change?
- Can you overcome disasters?
- What happens if the USA economy goes into recession?
- Can you overcome market change?
- What happens after 8(a)?
- What happens after you become Large?
### Industry

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<td>CLIENTS</td>
<td>Industry (Oil; Petrochemical; Utility); Large Consultants</td>
<td>Industry (Oil; Petrochemical; Utility; Lawyers of O-PC-U); Large Consultants (LC); Real Estate (RE); Local &amp; State Government (L-S-G); Construction Companies (CC); Federal Subcontractor (FS)</td>
<td>Federal Prime (FP); Federal Subcontractor (FS); Large Consultants (LC); Industry (Oil; Petrochemical; Utility; Lawyers) [II: O-PC-U-L]; RE; L-S-G; CC</td>
<td>Federal Prime; FS; LC; I: O-PC-U-L; RE; CC; L-S-G</td>
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<td>GROSS SALES</td>
<td>$6,311,248</td>
<td>$13,247,697</td>
<td>$55,720,232</td>
<td>$41,498,903</td>
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<td>Avg. Sales / YR</td>
<td>$631,125</td>
<td>$1,324,770</td>
<td>$5,572,023</td>
<td>$10,374,726</td>
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<td>Avg. EBITDA% / YR</td>
<td>14.78%</td>
<td>9.09%</td>
<td>7.37%</td>
<td>12.09%</td>
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<td>SERVICES</td>
<td>Pit Removal (Hard-To-Access-Sampling™ [HTAS™]); Environmental Sequence Stratigraphy (ESS) [Pulser™]; Environmental Consulting Services; Drilling</td>
<td>Pit Removal (HTAS™); Environmental Sequence Stratigraphy (Pulser™); Environmental Consulting Services; Drilling; Remediation; Emergency Response; Geophysical</td>
<td>HTAS™; Pulser™; Environmental Consulting Services (ECS); Drilling (DR); Geophysics (GEO); Emergency Response (ER); Remediation (REM); Construction (CON)</td>
<td>HTAS™; Pulser™; ECS; DRI; GEO; ER; REM; CON; Engineering</td>
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### Services Timeline

| YEAR | 86 | 87 | 88 | 89 | 90 | 91 | 92 | 93 | 94 | 95 | 96 | 97 | 98 | 99 | 00 | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 |
|------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| Technology | Texaco Pit Work Began | Chevron Pit Work Began | Ethyl ESS Work Began | Dow ESS Work Began | Cleco SME Work Began | Safety & Rem Project of the VR for Gulf of Mexico for CUSA & CPL | 3rd | 28th | 7th |
| Significant Event | Pulser™ Invented | Nicor Pit Work Began | 8(a) Admits SED White Woman |
| Technical Started | HTAS™ Developed | Albenmarle ESS Work Began | 
| # of Federal Con | | | |
| 1st Fed Type Win | | | |
| Major Client Sells | | | |
| Disasters-Wind | | | |
| Disasters-Water | | | |
| Recession | | | |
| FED Policy Change | | | |
| | | | |
| CERTIFICATION | N/A BUSINESS CERTIFICATIONS | Certified Woman Owned Business | CEO Finds New Venue Person of the Year by SBA | President's Management Agenda |

### Certification

- Certified Woman Owned Business
- SES (Small Business) Awards
- Certified Woman Owned Small Business
Work, Work, Work

US SBA-certified WOSB

22 FORMAL PARTNERSHIPS
Alcs | 8(a) | HUBZone
SDVOSB | WOSB | SB | LB

$2.3B CAPACITY

172 CONTRACTS

157 Personnel & SMEs in Environmental, Engineering, Remediation, Construction Services

NAICS (40)
541620 237990 541618
541330 562119 483211
562910 541690 561730
238990 236220 541380

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Rinse and Repeat

Create and setup the partnership
Win work
Perform work
Win more work
Create another, Create another, and so on

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Questions?