



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
- 1996 – 2005 QRI SME as Geologist on Impoundments & Petrochemical Groundwater Issues
- 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
- 1994 – 1998 US Navy, Radioman/Information Technologist
- 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



Federal Procurement Data Systems

Top 10: Department Full Name

- > [DEPT OF DEFENSE \(32322\)](#)
- > [ENVIRONMENTAL PROTECTION AGENCY \(14608\)](#)
- > [STATE, DEPARTMENT OF \(3329\)](#)
- > [AGENCY FOR INTERNATIONAL DEVELOPMENT \(2816\)](#)
- > [TRANSPORTATION, DEPARTMENT OF \(2110\)](#)
- > [INTERIOR, DEPARTMENT OF THE \(2028\)](#)
- > [GENERAL SERVICES ADMINISTRATION \(1953\)](#)
- > [AGRICULTURE, DEPARTMENT OF \(1578\)](#)
- > [HOMELAND SECURITY, DEPARTMENT OF \(1200\)](#)
- > [NATIONAL AERONAUTICS AND SPACE ADMINISTRATION \(858\)](#)

Top 10: Contracting Agency Name

- > [DEPT OF THE NAVY \(16777\)](#)
- > [ENVIRONMENTAL PROTECTION AGENCY \(14476\)](#)
- > [DEPT OF THE ARMY \(10783\)](#)
- > [DEPT OF THE AIR FORCE \(4027\)](#)
- > [STATE, DEPARTMENT OF \(3329\)](#)
- > [AGENCY FOR INTERNATIONAL DEVELOPMENT \(2737\)](#)
- > [FOREST SERVICE \(1612\)](#)
- > [FEDERAL ACQUISITION SERVICE \(1475\)](#)
- > [FEDERAL AVIATION ADMINISTRATION \(1467\)](#)
- > [U.S. COAST GUARD \(1035\)](#)

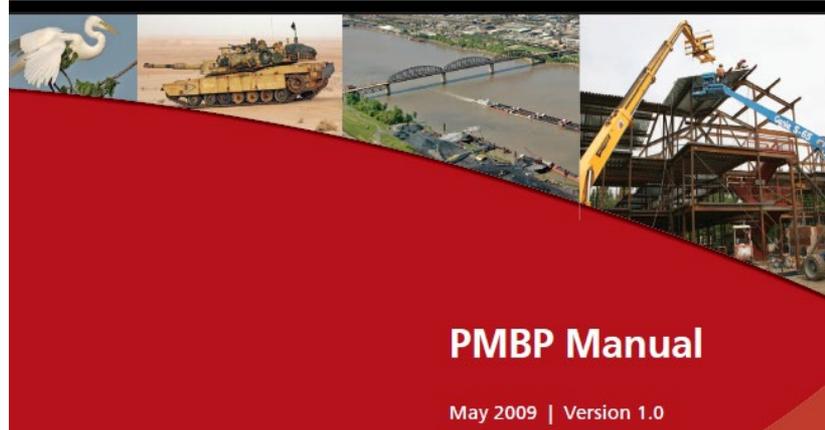


US Army Corps of Engineers*

Project Management
Business Process (PMBP)



U.S. Small Business Administration



**Plan
your business**

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



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



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



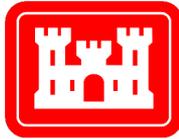
A great
blend of
senior,
middle
and
junior
technical
capability



Summary of QRI - Stell's Federal Portfolio



136



114



U.S. AIR FORCE

9



5



4



4

Memphis (7)
New Orleans (49)
Vicksburg (3)
Rock Island (1)
Seattle (10)
Kansas City (4)
Portland (3)
Omaha (1)

MVD
\$59M
NWD
\$27M

Savannah (4)
Mobile (6)
Jacksonville (1)
Baltimore (3)
New England (1)

SAD
\$46M
NAD
\$4M

Tulsa (7)
Fort Worth (11)
Galveston (1)
Albuquerque (2)

SWD
\$44M
SPD
\$2M



6



Schedule
00 Corp
GS10F105BA



14



10



2



2



1



14



5



9

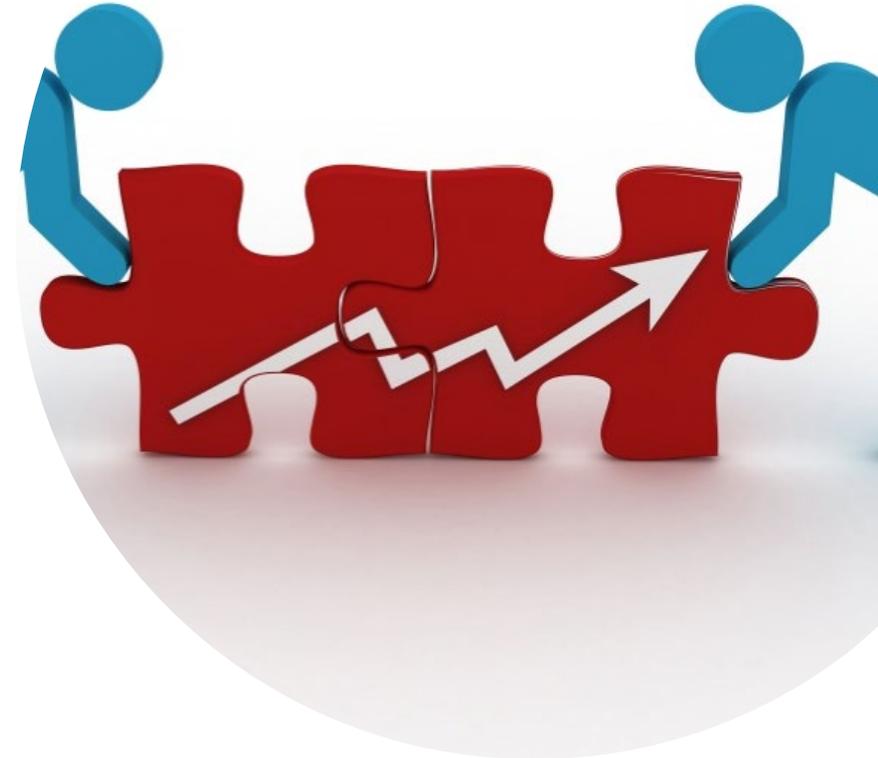
\$210M



1

Winning rate will increase

- **Meshing our Capabilities:**
 - **More Projects**
 - **More Past Performance**
 - **More Geographic Coverage**
 - **Stronger Systems**
 - **More Bandwidth in Marketing & Biz Development**
 - **Bigger Technical Capacity to Perform**





Infrastructure Needs
How will you manage the JVs

Infrastructure by the Rules

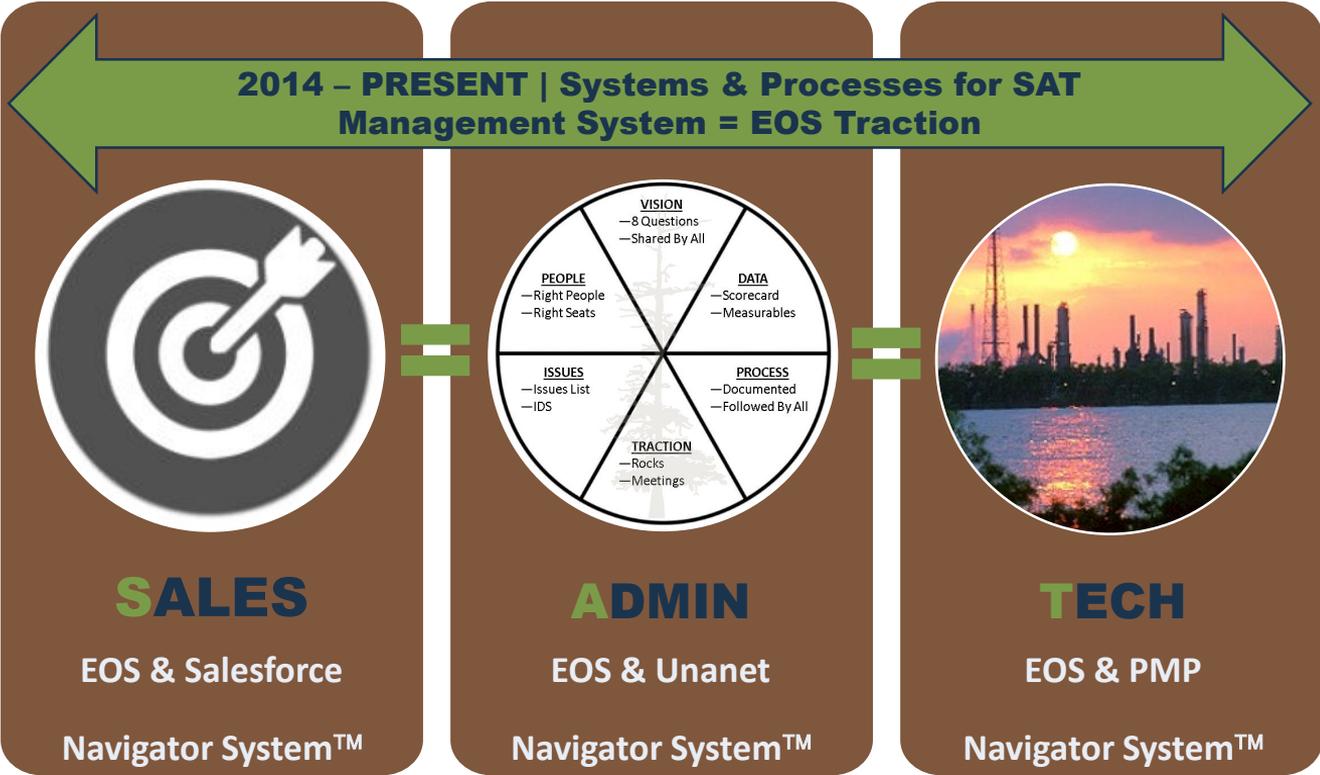
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02 - 08

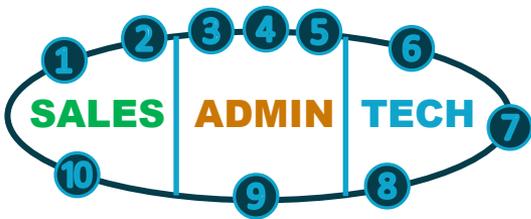
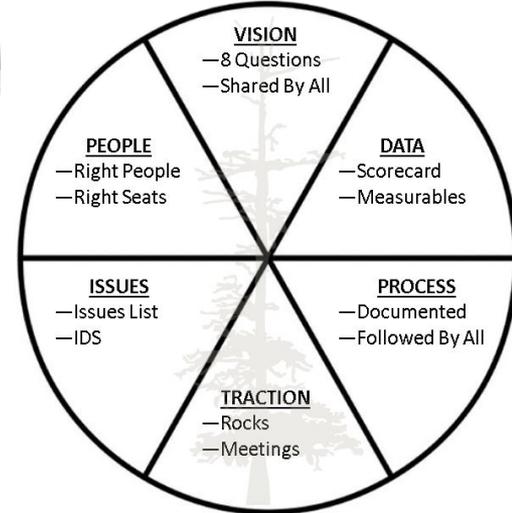


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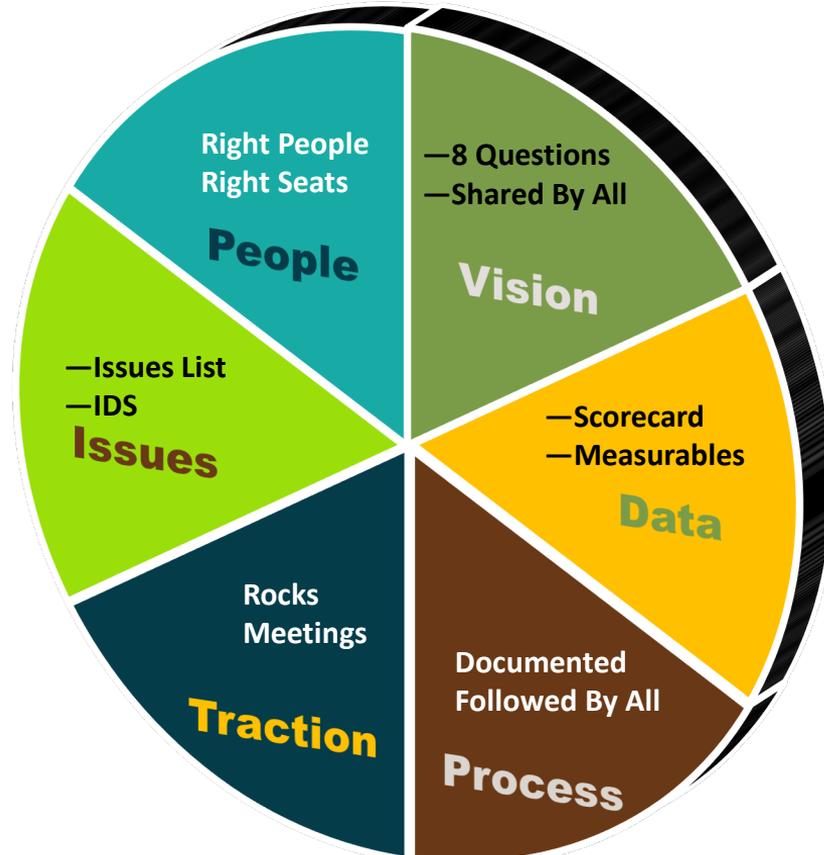
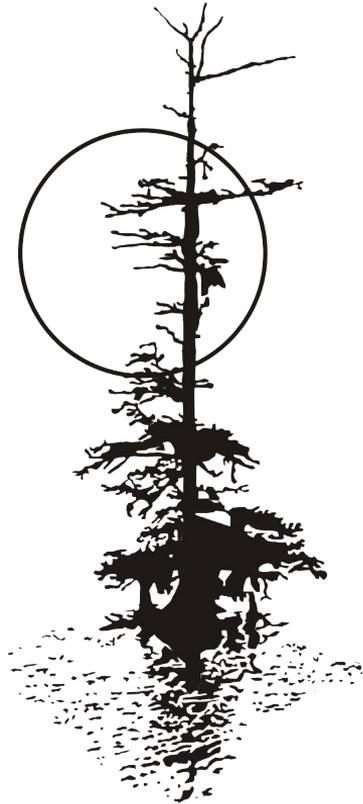




What are the Systems & Processes for the JV?



Management Systems for the JV





Horizontal Management of S – A – T

SALES

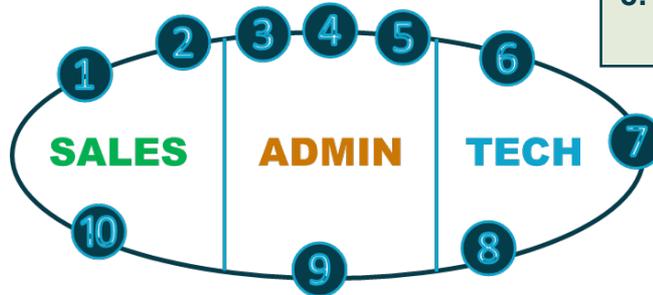
1. Execution of 10 Sales Strategies
 - F1. Incumbent | Forecasts from Agencies | Trade Shows | Beta Sam, aka FBO
 - F2. MP - JV Partners
 - F3. USACE
 - F4. GSA
 - F5. Subcontractors
 - NF1. Industry (Oil – Petro Chemical – Utilities - Lawyers)
 - NF2. Real Estate
 - NF3. Local-State Government
 - NF4.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





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

Government



DECADE	DECADE 1 (1986 - 1995)					DECADE 2 (1996 - 2005)					DECADE 3 (2006 - 2015)					DECADE 4 (2016 - 19)																						
CLIENTS	Industry (Oil; Petrochemical; Utility); Large Consultants					Industry (Oil; Petrochemical; Utility; Lawyers of O-PC-U); Large Consultants (LC); Real Estate (RE); Local & State Government (L-S G); Construction Companies (CC); Federal Subcontractor (FS)					Federal Prime (FP); Federal Subcontractor (FS); Large Consultants (LC); Industry (Oil; Petrochemical; Utility; Lawyers) [I: O-PC-U-L]; RE; L-S G; CC					Federal Prime; FS; LC; I: O-PC-U-L; RE; CC; L-S G																						
GROSS SALES	\$6,311,248					\$13,247,697					\$55,720,232					\$41,498,903																						
Avg. Sales / YR & Avg. EBITDA% / YR	\$631,125		14.78%			\$1,324,770		9.09%			\$5,572,023		7.37%			\$10,374,726		12.09%																				
SERVICES	Pit Removal ((Hard-To-Access-Sampling™) (HTAS™)); Environmental Sequence Stratigraphy (ESS) (Pulser™); Environmental Consulting Services; Drilling					Pit Removal (HTAS™); Environmental Sequence Stratigraphy (Pulser™); Environmental Consulting Services; Drilling; Remediation; Emergency Response; Geophysical					HTAS™; Pulser™; Environmental Consulting Services (ECS); Drilling (DRI); Geophysics (GEO); Emergency Response (ER); Remediation (REM); Construction (CON)					HTAS™; Pulser™; ECS; DRI; GEO; ER; REM; CON; Engineering																						
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					Gulf Power ESS Work Began			CLECO SME Work Began				Safety & Rem Project of the YR for Gulf of Mexico for CUSA & CPL				3 rd		28 th			77 th		URS SOLD				104 th					
Significant Event																							9 th															1 st SF 330
Technical Started		Pulser™ Invented												8(a) Admits SED White Women				HBC Wetland Loss SME Work Began						16 th				58 th										
# of Federal Con						Nicor Pit Work Began																						ARRA SELLS										
1st Fed Type Win			Ethyl ESS Work Began																			1 st DA		RELLC ESS Work Began														
Major Client Sells																																						
Disasters-Wind		HTAS™ Developed			Albamarle ESS Work Began																																	
Disasters-Water																																						
Recession																																						
FED Policy Change		ECS Section Founded	Drilling Section Founded																																			
CERTIFICATION	Asset Mgmt & Energy Environmental & Engineering					Certified Woman Owned Business					Emergency Response & Remediation					Certified Woman Owned Small Business																						



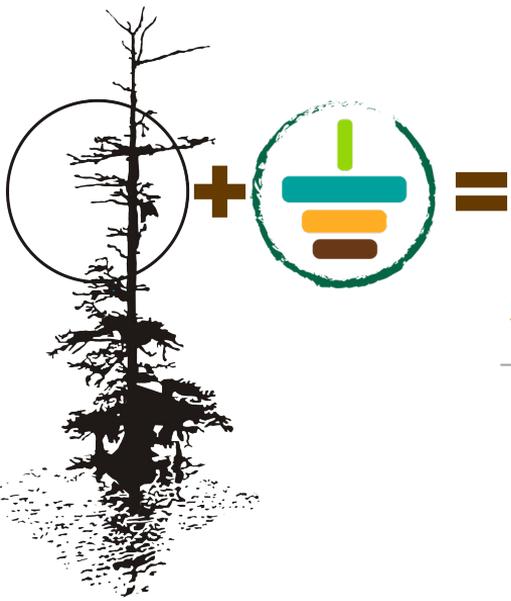
Work, Work, Work

US SBA-certified
WOSB



157

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



22



FORMAL
PARTNERSHIPS

AICs | 8(a) | HUBZone
SDVOSB | WOSB | SB | LB

172



CONTRACTS

\$2.3B

CAPACITY

12



OFFICES

NAICS (40)

541620	237990	541618
541330	562119	483211
562910	541690	561730
238990	236220	541380

Rinse and Repeat



**Create and
setup the
partnership**



Win work



Perform work



Win more work



**Create another,
Create another,
and so on**



Questions?