



Oneida ESC Group, LLC

4th Quarter Report – FY22

November 29, 2022

OESC Board of Managers:

John L. Breuninger, Chairman

Jacquelyn Zalim

Leslie Wheelock

Oneida ESC Group, LLC (OESC), was formed in 2012 as a holding company to house subsidiaries to do business with the federal government. OESC has eight subsidiaries, Oneida Total Integrated Enterprises (OTIE), Mission Support Services (MS2), Oneida General Mechanical Corp (GMC), Sustainment and Restoration Services (SRS), Oneida Engineering Solutions (OES), Oneida Environmental, Oneida LG2 Environmental, Oneida Professional Services (OPS), and 1822 Land and Development Company of Oneida (1822).

OESC's subsidiaries are supported by OESC with general management and administrative functions, including accounting and contracting management, human resource management, IT support, overall management, and marketing, bid and proposal. Below is a summary of OESC and its subsidiary's activities.

Narrative Report

a. Explanation of the core of the Corporation's business practices and market overview

OESC's subsidiary limited liability companies focus on contracts issued by the government agencies, (federal, state, and local) and commercial customers for engineering, science (environmental) construction, professional services, and real estate development work. OESC's revenue is derived from the subsidiaries that operate in the full and open market as well as the Small Business Administration Business Development Markets primarily as 8(a) and Small Business designated companies when and where appropriate.

OESC and its subsidiaries are a highly technical organization providing research /Investigation, design, engineering and project management. Oneida ESC Group operates in five core services:

- Environmental services – Assessment, investigation, design, testing, NEPA, biological and monitoring.
- Remediation – Action Planning, project management, extraction of contaminated materials.
- Construction– Repair, service, abatement, renovation, demolition, mechanical systems, electrical services and new construction
- Engineering Services – Design and project managements for sites and site design, structural, mechanical, plumbing, civil, structural, water / wastewater systems and storm water management.
- Real Estate Development – Commercial and light industrial tenants, Low Income Housing Tax Credit (LIHTC) multi-family housing.

Oneida Total Integrated Enterprises (OTIE) – Competes in the full and open marketplace as a small business (less than 750 employees). Core competencies include environmental services, environmental remediation, engineering services and project management.

Mission Support Services (MS2) – 8a Graduation date is 3/15/2023. MS2 is focused on construction management contracts. Core competencies include construction management services, New and renovated structures, HVAC systems and controls Utility systems - water, sewer, gas, electrical, Electrical power generators, transformers, and distribution,

Communication and security systems, Interior remodeling, upgrades focused on the federal market with supplemental markets includes commercial and tribal construction projects.

General Mechanical Corporation (GMC) - operates mainly as an HVAC Contractor but has performed both General Contracting and Electrical Contracting in Eastern FL.

Sustainment & Restoration Services (SRS) – 8a Graduation date is 2/18/2024.

SRS core competencies include facility investigations, corrective measures design/implementation, remedial designs/remedial actions, including characterization, assessment, and cleanup, Wetland’s assessment and wetlands restoration design, Brownfields – Phase I & II ESAs, Technical Enforcement Support Facility and asset inventory, evaluation, and assessment Engineering design for site development, utility systems, facilities Engineering design for wastewater treatment and sewerage systems, and specialized professional services manpower solutions.

LG2 Environmental Services (LG2) - is a full-service environmental services company that provides a wide range of quality, responsive environmental services across the United States. It currently has 35 employees. LG2ES’ professional staff represents a wide range of experience and capabilities including Archaeological and Cultural Resource Assessments; Natural Resource Assessment and Management (Wetlands, Biological Assessments, aquatic, and other biology) Site Contamination Assessment and Remediation, Environmental Compliance, NEPA Documentation, for Federal, State, and Local government permitting projects.

Oneida Professional Services (OPS)- is a full spectrum professional services group providing a wide array of manpower solutions to government and commercial clients. Services include training and educational support services, a broad spectrum of specialized technical support for complex training environments and advanced learning for the Naval Postgraduate School, Masters and PhD-level engineers and research scientists. OPS also manpower needs for software engineering services, including areas across the expanding IT universe.

Oneida Engineering Solutions (OES) – OES focuses on performing transportation engineering services for governmental agencies (Federal, State and Local). Work is federally funded and abides by the Brooks Act; requiring selection based on competency, qualifications and experience. OES has been certified as a Disadvantage Business Enterprise in the State of Wisconsin.

Oneida Environmental (OE) - provides Archaeological and Cultural Resource Assessments; Natural Resource Assessment and Management (Wetlands, Biological Assessments, aquatic, and other biology), NEPA Documentation for Federal, State, and Local government permitting projects

1822 Land and Development Company of Oneida (1822) – 1822 is a real estate holding company that owns, leases and sub-lease various real estate holdings in and around the Oneida Nation Reservation. The overall goal is to grow the portfolio that meets the needs of the Oneida Nation and the Northeastern WI.

b. Explanation of the Corporation's current place within the market

OESC operates in a fiercely competitive and expanding market. An abundance of Architecture / Engineering / Construction (AEC) firms that provide similar services to those offered by OESC. Competitive factors for our success include performance reputation, network, price, geographic location, and availability of technically skilled personnel.

Three of the top five federal spending agencies awarding non-competitive contracts are OESC customers.

c. Explanation of the outlines of strategies by the Corporation for improved value in the market

OESC's subsidiaries are positioned to take advantage of existing relationships, contracts, and networks OTIE has established since 2008.

We continuously evaluate solutions to broaden and capture a larger share of the Federal and State markets. Each subsidiary operates based on primary NAICS codes with secondary NAICS codes that overlap with the sister companies.

d. Explanation of the Corporation's relative performance vs. competitors and identification of key competitors within the market

Our competitors include Small Businesses, Alaskan Native Corporations (ANCs); Native American Owned, and tribally owned small businesses; and Native Hawaiian Organizations (NHOs). Each of these are in a category of small business that may be awarded prime contracts without competition. Oneida ESC subsidiaries also compete against other 8(a) firms for set-aside acquisitions, including small businesses that are categorized as Woman-Owned, HUB Zone, Service-Disabled Veteran Owned small business, and others. Finally, Oneida ESC competes in full and open markets without restrictions.

Typical competitors include Small Business firms with fewer than 750 employees in NAICS 562910, Environmental Remediation. Another area of significant competition is the regional Transportation Engineering firms in Wisconsin for WI DOT work (OES).

e. Explanation of any material changes or developments in the market or nature of business the Corporation is primarily engaged in since the last reporting period.

The labor market continues to be tight. In addition to our internal recruiting programs, we are utilizing external recruiters as well. We are still in need of more people, but the list is getting shorter.

The construction industry is still in a state of flux. As indicated for the past year, lead times for materials and components are extremely long. This disruption in the supply chain makes meeting schedules and other deadlines a challenge. Also, we see some contractors aggressively bidding projects at very low margins. With labor rates up, supply chain issues and demanding customers, construction is going to be a challenge. Our strategy is to work through this period by remaining relevant, communicating with customers, and putting our construction groups in a position be stronger when the market returns to normalcy.

f. Identification of the primary goals and targets of the Corporation and progress made

towards accomplishment of the same

Goals for Oneida ESC Group

Growth at a sustainable rate is the primary business goal for OESC. Financial reward for OESC occurs when we align our investment strategies according to our client's mission priorities.

Targets for OESC Subsidiaries:

Opportunities continue to exist in geographies where all companies have successful past performance and where personnel involved in such projects have established strong relationships with teaming partners and clients. Opportunities continue to emerge based on combined efforts of OESC's marketing and sales efforts. Target clients continue to include Department of Defense agencies (various bases – Navy, Air Force, and Army), The Environmental Protection Agency, Bureau of Indian Affairs, WI Department of Transportation, Milwaukee Metropolitan Sewer District, and the Oneida Nation.

New target clients include extended services on existing bases, geographical growth on "new" bases where OESC has not performed work on in the past, municipalities geographically related to OESC offices and other Tribal Nations.

g. Identification of key elements for success in strategies given, including risks, resources, and relations available and needed to successfully fulfill outlined strategies
Key elements for success in the OESC model include:

- Meeting performance indicators, including safety, staff turnover, profitability, staff utilization, backlog, and capacity.
- Adapting to a changing customer base, contract type, or key skill set. We recognize and reconfigure based on identified needs to delivery strategic growth.
- Identification of contract capacity and access is under regular review.
- Increasing our geographic footprint and capabilities.

Risk in the marketplace

- We operate in highly competitive industries
- Contracting is often erratic and unpredictable; cancellations or delays in pending awards by government agencies could adversely affect us
- International operations carry additional risk
- Loss of key personnel
- Adoption of new contract laws or regulations.

h. Identification of medium (two to five year) and long (greater than five year) prospects and sustainability of the Corporation given the present status, strategies, and risks

Our medium and long-range prospects for sustainability are balanced by business diversification and consistent project management delivery.

We have successfully groomed long-term business relationships with key US Agencies for services delivered around the world. Contracting with the US government remains a reliable

strategy in terms of payment, stability, and growth opportunity.

Medium-term prospects

OESC's prospects in the two- to five-year term rely on our sturdy performance in engineering, science, and construction to existing clients; adjacent clients/services and geographic areas; and new service offerings to new clients. OESC continues to focus on business development and talent acquisition to meet our growth metrics.

Long-term prospects

OESC envisions steady growth with our key customers over the long term. OESC is nimble and agile, allowing us to focus on governments funding flows.

Continued reliance on low-price awards is a staple in our business model and we continue to adjust the pricing structure to ensure that we remain competitive. We continue to concentrate marketing efforts on maximizing our return on investment through expanding support for existing customers, developing tasks under existing contracts, and collaborating with firms that need either small business participation or our specialized expertise.

i. Explanation of market growth (if any) experienced by the Corporation, identifying sources of growth (i.e., organic growth through market share increase, volume of business increase, acquisition of competition or other assets, etc.)

Our growth has been mostly organic and is based on our reputation in the market. We have re-aligned our corporate brand by including Oneida in all business names moving forward. We have made a concerted effort draw on our expertise in the polyfluoroalkyl substances (PFAS) and Perfluorooctanoic acid (PFOA) remediation market. We also see growth in our traditional engineering services such as civil, mechanical, electrical, and structural.

- j. **Summary of the assets of the Corporation, including but not limited to its financial, physical, employee, customer, brand or intellectual property, and supply assets.**

OESC ASSETS
<p><u>Financial (On Balance Sheet)</u> Cash –Checking Account Work In Process on Current Projects Fixed Assets such as Vehicles, Furniture and Fixtures, and Miscellaneous Equipment Other Assets such as Prepaid Expenses, Investment</p>
<p><u>Employees</u> OESC - 49 employees OTIE – 132 employees 1822 – 1 employee MS2 – 38 employees GMC – 17 employees SRS - 126 employees LG2 – 64 employees OES – 46 employees OPS – 23 employee</p>

- k. **Summary and status of any pending legal action to which the Corporation is a party and any relevant government regulation to which the Corporation may be subject.**

USACE Huntington District has directed OTIE to perform additional excavation work that OTIE considers to be out of scope on one of OTIE’s remediation projects at the Plum Brook Ordnance Works site in Ohio. OTIE worked with counsel and submitted a claim on April 14 for a price of \$1,087,160.15. The government responded with an offer to pay \$73,962.03. OTIE is in the process of appealing the decision to the Armed Services Board of Contract Appeals.

I. **Financial Report**

Disclosure Report

(a)

Board Member	Title	Time in Position	Date renews or expires
John L. Breuninger	Chairman of the Board	12/18/16 to present	6/2024
Jacquelyn Zalim	Board Member	3/14/12 to present	6/2025
Leslie Wheelock	Board Member	12/13/16 to present	6/2023

(b)

OESC Key Management Personnel	Title	Time in Position	Date Renews or Expires
Jeff House	President/CEO	1/1/2017	1/1/2024

(c) Summary of any financial or familial relationship between any board or Company key management personnel

None

a. Summary of any financial or familial relationship with any current member of OBC or any member of any regulatory body within Oneida such as a board committee or commission charged with regulating the Corporation's industry or activities.

None

b. Names of any other person, whether it be a business in any legal form or an individual, doing business with the Company for purposes of mutual enterprise – JV; membership in an LLC together; partnership; acquisition as a subsidiary.

OTIE has a majority interest in OTIE-RS&H JV, OCH JV, OTIE-Ahtna JV, OTIE-ERRG JV, and OTIE-Merrick JV. The Company has an equal interest in OTIE-PWT JV. The Company has a minority interest in Tetra Tech – OTIE JV and NDN-OTIE JV.

MS2 has a majority interest in MS2-MEC JV.

SRS has a majority interest in SRS-CAPE JV, SRS-ERRG JV, SRS-RFI JV, SRS Battelle JV, SRS-BB&E JV, SRS-Alliant JV and SRS-CAPE II JV. SRS has a minority interest in Alliant-SRS JV. SRS is the sole owner of LG2 Environmental Solutions, Inc.

OES has a minority interest in Dane Partners, and a majority interest in OES-Pond JV and OES-Pond II JV.

- c. Summary of financial transactions or relationships between those listed in (d).
- d. Names of any other person, whether it be a business in any legal form or an individual, doing business with the Company for purposes of mutual enterprise – JV; membership in an LLC together; partnership; acquisition as a subsidiary.
 - i. The OTIE-RS&H JV is a joint venture formed between OTIE and Reynolds, Smith & Hills, Inc. to perform work with the Air Force Civil Engineering Center (AFCEC). The JV also holds a contract to perform work with the U.S. Army Corps of Engineers (USACE) Japan District.
 - ii. The OCH JV is a joint venture formed between OTIE and CH2M Hill to perform work for EPA under the Environmental Services and Operations contract I CLIN 2 (Regions 4, 5, 6 and 7) and CLIN 3 (Regions 8, 9 and 10), and to perform work for NAVFAC Southwest under the Multiple Award Remedial Action Contract.
 - iii. OTIE-PWT JV is a joint venture formed between OTIE and Pacific Western Technologies, Ltd. to perform work for USEPA under the Design and Engineering Services (DES) contract for CLIN 3 (Regions 8, 9 and 10).
 - iv. OTIE-Ahtna JV is a joint venture formed between OTIE and Ahtna Environmental, Inc. to perform work for an EPA Remediation Environmental Services small business set-aside contract.
 - v. OTIE-ERRG JV is a joint venture formed between OTIE and Engineering / Remediation Resources Group to submit a proposal to Naval Facilities Engineering Command Southwest for a Remedial Action Contract.
 - vi. OTIE-Merrick JV is a joint venture formed between OTIE and Merrick & Company to perform A&E services for the Air Force Civil Engineering Center.
 - vii. Tetra Tech – OTIE JV is a joint venture formed between Tetra Tech, Inc. and OTIE to submit a proposal to USACE Tulsa for an Environmental Remediation Services contract.
 - viii. NDN-OTIE JV is a joint venture formed between The NDN Companies, Inc. and OTIE, formed under the Mentor-Protégé arrangement between NDN and OTIE. The JV was formed to submit proposals to various federal government clients for environmental work.
 - ix. MS2-MEC JV is a joint venture formed between Midwest Environmental Controls and MS2 to perform work under a Demolition Abatement contract at Edwards AFB. The joint venture was approved by the US SBA on August 14, 2015.
 - x. SRS-CAPE JV is a joint venture formed between SRS and CAPE Environmental Management to perform work for USACE Seattle on a Pre-placed Remedial Action Contract. The joint venture was approved by the US SBA on December 12, 2017. The JV received an 8a sole-source award from USACE Kansas City District.
 - xi. SRS-ERRG JV is a joint venture formed between SRS and Engineering / Remediation Resources Group to submit a proposal to Naval Facilities Engineering Command Southwest for an Environmental Multiple Award Contract. The joint venture was approved by the US SBA on April 12, 2018.
 - xii. SRS-RFI JV is a joint venture between SRS and Robotics Fabrication, Inc. to perform munitions response work for USACE Huntsville. SBA approved the JV on September 16, 2019. USACE Huntsville awarded a contract for munitions work to the JV.
 - xiii. SRS Battelle JV is a joint venture between SRS and Battelle, formed under the Mentor-Protégé arrangement between SRS and Battelle. The JV will submit a proposal to USACE Norfolk District for an Environmental Services contract and will submit a proposal to USACE Tulsa District for an Environmental Remediation Services contract. The joint venture was approved by the US SBA on September 21, 2020.

- xiv. SRS-BB&E JV is a joint venture between SRS and BB&E, Inc. The JV submitted a proposal to Army Combat Command – Aberdeen Proving Ground for environmental compliance services at Fort Huachuca, which was not awarded to the JV. The joint venture was approved by the US SBA on October 19, 2020.
- xv. SRS-Alliant JV is a joint venture between SRS and Alliant Corporation. The JV was awarded a contract with USACE Louisville for A&E services for environmental engineering.
- xvi. Alliant-SRS JV is a joint venture between Alliant Corporation and SRS. The JV submitted a proposal to USACE Tulsa for a Service-Disabled Veteran Owned Small Business set-aside contract for environmental remediation services.
- xvii. SRS-CAPE II JV is a joint venture between SRS and CAPE Environmental Management to perform work for USACE Kansas City District on an environmental demolition contract. The joint venture is in the process of requesting/receiving approval by the US SBA.
- xviii. Dane Partners is a joint venture formed between Ayres Associates Inc., EMCS Inc., Short Elliot Hendrickson Inc., and OES to pursue projects with the Wisconsin Department of Transportation. OES has a 25% interest in Dane Partners.
- xix. OES-Pond JV is a joint venture between OES and Pond Company. The JV is approved by SBA as a Mentor-Protégé. The JV submitted a proposal to USACE Sacramento District for AE Design and Investigation, and submitted a proposal to the U.S. Air Force for Mechanical and Electrical Engineering Services at Hurlburt Field.
- xx. OES-Pond II JV is a joint venture between OES and Pond Company. The JV is set up to receive 8(a) contracts and will request approval from SBA if the JV seeks a sole-source award.