



# **Oneida ESC Group, LLC**

**1st Quarter Report – FY26**

**February 2026**

**OESC Board of Managers:**

**Interim Chairwoman Debra**

**Powless**

Oneida ESC Group, LLC (OESC), was formed in 2012 as a holding company to house subsidiaries to conduct business with the federal government, state and municipal governments and commercial and industrial customers throughout the world. OESC has eleven (11) 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 Construction Services (OCS), Oneida Environmental (OE), Oneida LG2 Environmental (LG2), Oneida Professional Services (OPS), Oneida Technology Services (OTS) 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), Small Business, and Disadvantage Business Enterprise designated companies when and where appropriate.

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

- Environmental services – Assessment, investigation, design, testing, NEPA, biological, action planning, project management, and more.
- Construction– Repair, service, abatement, renovation, demolition, mechanical systems, electrical services, and new construction.
- Engineering Services – Design and project management for site and site design, mechanical, electrical, plumbing, civil, structural, transportation, survey, water / wastewater systems and storm water management.
- Professional Services - Provides diversified professional resources for training and education; research and engineering; and IT solutions.
- 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 1000 employees). Core competencies include environmental services, environmental remediation, engineering services and project management.

**Mission Support Services (MS2)** –Graduated from the US Small Business Administration

on March 15, 2023. MS2 is focused on construction management. 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, MS2 sells to the federal market, commercial and tribal markets.

**Oneida Construction Services (OCS)** - OCS is focused on construction management. Core competencies include construction management services, new and renovated structures. OCS has a small team of carpenters that are skilled in a variety of trades such as concrete, framing, roofing, siding, and finished carpentry. OCS sells to the federal market, commercial and tribal markets.

**General Mechanical Corporation (GMC)** – Operates mainly as an HVAC Contractor but has performed both General Contracting and Electrical Contracting in Eastern FL. GMC has been accepted into the SBA 8(a) Business development Program on November 2, 2022.

**Sustainment & Restoration Services (SRS)** – 8a Graduation date is February 18, 2024. SRS core competencies include facility investigations, corrective measures design/implementation, remedial designs/remedial actions, assessment, and environmental cleanup, wetland's assessment and wetlands restoration design, brownfields, phase I & II ESAs, asset inventory, evaluation, environmental engineering and design, and wastewater treatment and sewerage systems.

**LG2 Environmental Services (LG2)** - is a full-service environmental services company that provides a wide range of quality, responsive environmental services in southeastern US. LG2 experience and capabilities include 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, master's and PhD-level engineers and research scientists. OPS also provides manpower needs for software engineering services.

**Oneida Engineering Solutions (OES)** – OES focuses on performing transportation engineering services for governmental agencies (Federal, State and Local). OES provides engineering for urban/rural roadways, interstate highways, interchanges, capacity expansions, bridges, roundabouts, local streets, and parking lots. OES is 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.

**Oneida Technology Services (OTS)** - Provides a variety of information technology and cyber solutions across highly complex, highly regulated, and highly secure environments to Government and commercial customers. OTS deliver secure, mission-focused solutions for our customer's digital objectives. We provide resilient enterprise IT solutions and managed services that leverage a full spectrum of IT solutions.

**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 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 federal markets have experienced several material changes and developments. These span regulatory shifts, legislative actions, procurement reforms, funding adjustments, technological

advancements, and major project activity.

Across the small-business landscape, firms are operating in a climate defined by policy volatility, cost pressure, and compliance risk. The SBA has implemented enforcement actions, including mandatory data calls and documentation reviews for all 8(a) firms. As a result, over 1,000 firms were suspended in January 2026 for failing to meet documentation requirements, immediately cutting off eligibility for new 8(a) awards. Even firms that remain in good standing are now expected to be “audit-ready” at all times, with clean financial systems and rapid response capability.

The 8(a) program is under review by SBA, DoD, Treasury, Congress, and the courts, with active litigation and legislative proposals calling for limits—or temporary suspension—of certain 8(a) authorities. This scrutiny has created a chilling effect among contracting officers, who are increasingly cautious about using 8(a) vehicles, particularly for high-value or mission-critical work.

Sole-source awards over \$20 million are now subject to mandatory line-by-line review within the Department of Defense, with an explicit focus on eliminating contracts deemed non-essential, overpriced, or pass-through in nature.

**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 the 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 deliver 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 years) 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 formed 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 to 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
<b>Employees</b>
OESC: Oneida ESC Group (Holding Company) - 54 EEs
OTIE: Oneida Total Integrated Enterprises (Engineering and Environmental - 65 EES
1822: 1822 Land and Development Co of Oneida (Real Estate Development) - 2 EE
MS2: Mission Support Services (Construction Management) - 14 EE
GMC: General Mechanical Corp (HVAC/Piping and Electrical Contractor) -14 EEs
SRS: Sustainment Restoration Services (Environmental Services) – 87 EEs
LG2: LG2 Environmental Services (Cultural and Natural Resources) - 40 EEs
OES: Oneida Engineering Solutions (Transportation and Engineering) - 54 EEs
Oneida Environmental (Environmental Services) – 52 EEs
OPS: Oneida Professional Services (Staffing Resources Services) - 116 EES
OCS: Oneida Construction Services (Construction Management) – 7 EE
Oneida Environmental (Environmental Services) -52 EEs
<b>Customers</b>
85% of Revenue from Federal clients.

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

NA

**Disclosure Report**

(a)

Board Member	Title	Time in Position	Date renews or expires
Debra Powless	Interim Chairwoman	2 months	N/A

(b)

OESC Key Management Personnel	Title	Time in Position	Date Renews or Expires
Matthew Kunstman	Interim President/CEO		1/1/2029