



# **Oneida ESC Group, LLC**

**2nd Quarter Report – FY26**

**May 2026**

**Interim President/CEO**

Matt Kunstman

**OESC Board of Managers**

Sid White

Stephanie Metoxen

Cristina Danforth

Curtis Danforth

Amy Hacker, OESC Chairwoman

## Narrative Report

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 support. Below is a summary of OESC and its subsidiaries' activities.



## a. Overview of Core Business Operations and Market Landscape.

OESC and its subsidiaries are a highly technical organization providing investigation, design, construction, engineering, and project management services. Work is organized across five core service areas:

- **Environmental Services** – Environmental assessment and investigation, testing, National Environmental Protection Agency (NEPA) and biological services, remedial and action planning, project management, and related environmental compliance support.
- **Construction Services** – Repair and renovation, abatement and demolition, mechanical and electrical systems, service work, and new construction across a range of facilities and infrastructure.
- **Engineering & Design Services** – Full-service engineering and design, including civil, structural, mechanical, electrical, plumbing, transportation, surveying, water and wastewater systems, stormwater management, and site development, supported by comprehensive project management.
- **Professional & Technical Services** – Specialized professional resources supporting training and education, research and engineering, and information technology solutions for government and commercial clients.
- **Real Estate Development** – Development and management of commercial and light industrial properties, as well as multi-family housing projects, including Low-Income Housing Tax Credit (LIHTC) developments.

Together, these service lines position OESC as a diversified, vertically integrated organization capable of delivering complex, end-to-end solutions across multiple sectors.

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## Subsidiary Company Overview

### **Oneida Total Integrated Enterprises (OTIE)**

OTIE competes in the full and open marketplace as a small business (under 1,000 employees). Core competencies include environmental services and remediation, engineering services, and project management for government and commercial clients.

### **Mission Support Services (MS2)**

MS2 graduated from the SBA 8(a) Program on March 15, 2023. MS2 provides construction and construction management services including new construction and renovation, Heating Ventilation and Air Conditioning (HVAC) systems, utilities, power generation and distribution, communication and security systems, and interior remodeling.

### **Oneida Construction Services (OCS)**

OCS provides construction management and self-perform services supported by an in-house carpentry team with experience in concrete, framing, roofing, siding, and finish carpentry.

**General Mechanical Corporation (GMC)**

GMC primarily operates as an HVAC contractor and has also performed general contracting and electrical work. GMC entered the SBA 8(a) Program on November 2, 2022.

**Sustainment & Restoration Services (SRS)**

SRS graduated from the SBA 8(a) Program on February 18, 2024. Services include environmental assessments, remedial design and action, wetlands and brownfields support, Environmental Site Assessment (ESA), asset inventory, environmental engineering, and wastewater systems.

**LG2 Environmental Services (LG2)**

LG2 provides archaeological and cultural resource services, natural resource assessments, environmental compliance, site remediation, and NEPA documentation primarily in the southeastern U.S.

**Oneida Professional Services (OPS)**

OPS provides professional manpower solutions including training and education support, advanced engineering and research scientists, and software engineering support.

**Oneida Engineering Solutions (OES)**

OES focuses on transportation engineering services including roadway, bridge, and infrastructure design. OES is certified as an 8(a) and Disadvantaged Business Enterprise (DBE) in Wisconsin.

**Oneida Environmental (OE)**

OE provides archaeological and cultural resource assessments, natural resource management services, and NEPA documentation.

**Oneida Technology Services (OTS)**

OTS delivers secure enterprise IT and cybersecurity solutions in regulated and complex environments.

**1822 Land and Development Company of Oneida (1822)**

1822 owns and manages commercial, industrial, and housing properties supporting the Oneida Nation and Northeastern Wisconsin.

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## **b. Alternative Overview of the Corporations Current Market Position.**

OESC operates in a competitive and evolving Architecture, Engineering, and Construction (AEC) marketplace. Competition is driven by past performance, reputation, pricing, geographic reach, access to skilled personnel, and strong agency relationships.

OESC's diversified subsidiary structure allows it to compete across full-and-open and socioeconomic procurement environments. Three of the five highest-spending federal agencies awarding non-competitive contracts are existing OESC clients, reflecting strong technical capability and performance history.

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### **c. Strategy for Enhancing Market Value and Competitive Position**

OESC builds on long-standing client relationships and contract vehicles established across the enterprise. Growth focuses on core service areas while remaining selective in entering new markets, clients, and contract types. Overlapping North American Industry Classification System (NAICS) codes allow flexibility and collaboration while maintaining accountability within each subsidiary.

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### **d. Comparison of OESC's Performance and Position Relative to Keu Competitors**

OESC competes with small businesses, Alaska Native Corporations, tribally owned businesses, Native Hawaiian Organizations, and other socioeconomic firms. Competition also includes full-and-open procurements. Typical competitors include environmental firms under NAICS 562910 and transportation engineering firms in Wisconsin for WI Department of Transportation.

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### **e. Summary of Recent Developments in the Market and Business Development**

The federal market faces heightened oversight and uncertainty. SBA enforcement activity has increased across the 8(a) program, with over 1,000 firms suspended in January 2026. The 8(a) program remains under review, slowing some awards. Department of Defense (DoD) sole-source awards over \$20 million are now subject to increased scrutiny.

On May 7<sup>th</sup>, 2026, the U.S. Small Business Administration (SBA) issued a "Letter of Intent to Terminate "Oneida Environmental LLC", following notification to the Government on or about January 6, 2026 of OE's intent to discontinue performance on the Immigration and Customs Enforcement (ICE) contracts.

This action was triggered by Oneida Environmental (OE) withdrawal from select ICE contracts, as directed by the Oneida Business Committee through **Resolution #01-02-26-B (dated December 30, 2025)**.

As a result, Oneida Environmental has been suspended from the 8(a) program and is no longer eligible to receive new 8(a) awards. OESC anticipates an approximate 15% revenue reduction over the next 6–12 months and is actively working to mitigate the impact.

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## **f. Primary goals, targets, and progress**

OESC's primary goal remains sustainable growth aligned with client mission needs. Target clients include DoD agencies, Environmental Protection Agency (EPA), Bureau of Indian Affairs, WI DOT, Milwaukee Metropolitan Sewer District, and the Oneida Nation. Growth efforts include expanded services at existing clients, new geographic markets, municipalities, and other Tribal Nations.

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## **g. Key Drivers of Success and Associated Risks**

### **Critical Success Factors for Achieving a Competitive Advantage**

- Deliver strong, consistent performance across the business
- Stay flexible as things change (they will)
- Be intentional about where we spend our time and capacity
- Grow, but do it in a focused and disciplined way

### **Industry-Wide Challenges and Competitive Pressures**

- More competition and continued pressure on pricing
- Unpredictable timing on government awards
- Ongoing compliance and operational challenges
- Risk of losing key talent

### **Challenging FY26 Conditions Impacting the Entire Industry**

- Fewer procurement staff slowing everything down
- More rules around how contracts get awarded
- Continued uncertainty with potential shutdowns
- SBA slowing down approvals and being tougher on Tribal 8(a)s
- OE's 8(a) suspension adds another layer of challenge for us

## **Implications of Strategic Impact**

- Slower pace of new work hitting the market
  - More companies chasing fewer opportunities
  - Longer timelines and tighter pricing across the board
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## **h. Medium- and Long-Term Outlook and Sustainability**

### **Overall**

- Our sustainability comes down to doing good work, keeping strong relationships, and staying diversified so we're not dependent on any one client or market

### **Medium Term (2–5 years)**

- Growth with existing clients and repeat work
- Expanding into related services where we already have experience
- Selective geographic growth (going where it makes sense, not everywhere)
- Continued focus on business development and bringing in the right talent
- Leveraging strong partners and joint ventures to win more work

### **Long Term (5+ years)**

- Steady, manageable growth with our core customers
  - Staying flexible as funding and priorities change
  - Competing well on both price and overall value
  - Continued focus on reputation, relationships, and smart teaming strategies
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## **i. Market growth Trends and Key Sources of Expansion**

### **Key Areas of Opportunity for Strategic Growth**

- More work coming through competitive bids and key contract programs
- Our Oneida–Leidos partnership helps us get in more doors
- Agencies want faster, simpler buys, we're well positioned for that
- Tribal advantages still help us move quicker and stay flexible

## Key Drivers of Our Growth

- We've grown mostly by doing good work and getting repeat business
- The Oneida name is gaining recognition and trust
- Continued demand in environmental work (like PFAS) and core engineering

## Current Strategic Positioning within the Market

- **Leaner:** Keeping costs down so we stay competitive
- **Agile:** Able to pivot quickly as opportunities shift
- **Diversified:** Partnering with strong firms (Leidos, Stantec, Pond) to expand reach

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## j. Summary of corporate assets

### Employees

- OESC (Holding): 52
- OTIE: 65
- 1822: 2
- MS2: 12
- GMC: 14
- SRS: 81
- LG2: 27
- OES: 40
- OE: 55
- OPS: 115
- OCS: 7

Total employees 475 (includes full-time, part-time, temp as needed and interns)

Native American 13

Native American Board Members 5 (not included in total employee count)

Veteran 57

### Customers

Approximately 85% of revenue is generated from federal clients.

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## k. Summary of legal actions

None.

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# Disclosure Report

## (a) Board of Directors

Name	Title	Appointed	Term Expires
Sidney White	Board Member	March 17, 2026	March 17, 2031
Stephanie Metoxen	Board Member	March 17, 2026	March 17, 2030
Cristina Danforth	Board Member	March 17, 2026	March 17, 2030
Amy Hacker	Chairwoman	March 17, 2026	March 17, 2030
Curtis Danforth	Board Member	March 17, 2026	March 17, 2030

## (b) Key Management

Name	Title	Years with Company
Matt Kunstman	Interim President & CEO	17

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## Disclosure of Relationships and Joint Ventures

(a) No financial or familial relationships exist between Board members and key management.

(b) No relationships exist with Oneida regulatory bodies or the Oneida Business Committee.

## (c) Joint Ventures

- OTIE majority: RS&H, OCH, Ahtna, ERRG, Merrick
- OTIE equal: PWT
- OTIE minority: Tetra Tech, NDN
- MS2 majority: MEC
- SRS majority: CAPE, ERRG, RFI, Battelle, BB&E, Alliant, CAPE II
- SRS minority: Alliant-SRS
- OES majority: Pond, Pond II

- OE-Stantec (Mentor-Protégé)
- OPS - Leidos MP 8(a) JV

**(d) Nature of JV activities**

Joint ventures support environmental, engineering, and construction services for federal and state agencies in compliance with SBA and agency requirements.