

W E L C O M E T O O U R 2 0 2 0

VIVID VISION

The story of our people, culture, reputation, systems
and where we will be in three years. We invite
you to help us bring this story to life.



VIVID VISION 2020

We live in a world of abundance. We believe that our Company, our people and our clients can all be very successful. **MAKE SUCCESS POSSIBLE** has and will continue to be the reason we exist—our North Star. If your desire is to perform the same job three years from now—you are in the wrong spot. We owe our phenomenal success and growth to you. We attract the best and brightest who are **HUMBLE, HUNGRY AND SMART**, and passionate about helping others. Whether it is for our clients, our partners, or our communities, our employees race to the challenge with a sense of informed urgency to make (in the words of Dan Sullivan) “tomorrow bigger than today.” Our Core Values of **HONOR, RESPECT, INTEGRITY AND ACCOUNTABILITY** guide all that we do and help us remain grounded in the qualities inherent in a world class organization.

Leadership is the capacity to translate vision into reality. WARREN BENNIS

Because our time is the most important gift we give others, we move at the speed of trust, which allows us to empower our employees and partners. Our team members are our biggest evangelists and harshest critics. We have **FIERCE, HONEST, TRANSPARENT AND COLLABORATIVE** communication and, once an idea is born—our goal is truth—not advocacy! We are bold and innovative in our thinking, and we encourage smart risk taking. Not only are we decisive, we do what we say we will do. We respect all...equally, and we delegate authority and responsibility to the most junior level possible. We live our core values at home and at work.

As leader and supporter of numerous major financial modernization efforts and strategies for government clients, we must employ the finest who represent the best in class. We **REWARD EXCELLENCE AND COMMITMENT** with growth in our company. Our network of diverse employees, with an array of skills and expertise, are determined to serve America’s interests by strengthening business and encouraging positive change. We are committed to building a healthy, high-performance environment with numerous opportunities for all employees to maximize their impact. We provide a variety of benefits, leadership support, and development opportunities to help guide performance.

WE DREAM BIG. Today, we continue to attract extraordinarily talented team members. They are change agents! We have sustained our performance on the Inc. 500 list of fastest growing companies. Since 2017 when we were first ranked at #251 (#20

for government contractors), we have continued our climb. We are a Company where continuous learning and growth are celebrated, and new challenges are a constant; these characteristics helped us be recognized as one of the **BEST PLACES TO WORK**. Our Dream Manager initiative has helped scores of our employees achieve things they never thought possible.

THIS VIVID VISION tells the story of our people, culture, reputation, systems and where we will be in three years. We want you to help us bring this story to life. You already have been instrumental in creating a Company that will benefit generations of current and future employees, clients, partners and communities—and for that, we are humbled and forever grateful. With your terrific dedication, wonderful contributions, and thoughtful leadership, we will not only realize our dreams—we will far exceed them.

We believe in the primacy of the team and, together, there is much we will accomplish....

The rising tide lifts all the boats.

PRESIDENT JOHN F. KENNEDY

Thank you for what you do for each other, for our clients and partners, and for our communities. The path is set, and we look forward to our journey together!

IMPORTANT MILESTONES



Every employee truly understands that together we do **MAKE SUCCESS POSSIBLE**



Over 50% of new employees have been **REFERRED BY AN EXISTING EMPLOYEE OR CLIENT**



We are recognized as **"THE" TEAMING PARTNER**



WE ARE THE TEAM TO BEAT on every contract we choose to compete for



We develop **ENTREPRENEURS AND DECISION MAKERS** who make a difference

WE HAVE ARRIVED 2020

Our revenue has doubled every year going from \$10mm in 2017 to \$20mm in 2018 to \$40mm in 2019 to \$80mm in 2020. We now have over 300 people making success possible—over half of which have achieved a “success” within our Dream Manager program!



- » We have at least 5 strategic sourcing contracts, such as OASIS Pools 1 and 2.
- » We have many employees that have well defined Unique Abilities. As a Company we have at least 3 well defined Unique Ability Teams which create demand for our attention and support.
- » Our employees enjoy what they do, and the environment created by our Pillars and Benchmarks.
- » We are recognized thought leaders in our respective areas of expertise, and present and/or guest lecture regularly at symposia, conferences and academic institutions.
- » Our proprietary Opportunity Management System has proven to be a key differentiator in the success of our Company.
- » Our humble, hungry, smart criteria is built into our human resources processes to weed out those who are not team oriented. While we recognize individual achievement, we realize no one does it alone. We reward successes at both the individual and team level. Our #1 rule of not tolerating assholes has proven effective in maintaining a highly competitive team internally and with partners that feels like “family.”
- » You became part of the team to make a difference. Your beliefs and ideas matter. The biggest disappointment is when you fail to voice your opinion or share your experience, which results in someone making a poor decision. Your value is not physical labor but helping truly flesh out ideas and concepts, so that the end result is light years ahead of anything that a single person could produce. Once an idea or concept has been put through the wringer and your input has been heard the result must be owned by all.
- » We have achieved critical system certifications and credentials that reflect our commitment to quality, industry best practices and Lean Six Sigma processes.
- » Because of our employees, the solutions we propose and deliver, the environments in which we work, the core values we embrace, and the culture we have created, our Company has been recognized as one of the Best Places to Work and as a Small Business of the Year.

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CORE VALUES & CULTURE

Our core values can be observed daily in all that we do. We “live” Honor, Respect, Integrity and Accountability. These core values create a climate of doing the right thing right the first time, every time. We believe that informed risk-taking helps develop decision makers who are capable of making optimal decisions in the absence of explicit guidance, which is why we trust our people—and they trust each other. And, we embrace accountability in our successes as well as our failures.

Our Company’s core values have created a culture of respect, humility, collaboration, trust and transparency. This encourages us to be bold and innovative in our thinking. We encourage “fierce” conversations. There are no “could have’s” in our deliberations. When ideas emerge, we pursue truth rather than advocacy that inherently harbors bias. Our employees have a voice in our efforts, and we demand that if an employee “could have” said something to change a course of action and did not—we fail. When we fail, we strive to understand and enhance knowledge. We do what we say we will do—and when we say we will do it. With decision making a core competency, we race to challenges and are able to delegate authority and responsibility to the most junior level possible. This agility is one of our many hallmarks. We treat the most junior in our ranks with as much respect as the most seasoned executive.

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PEOPLE

We are passionate about Making Success Possible for each other, our Company, our clients, and our partners. This is largely a reflection of our people and why they joined our team. They are humble, hungry and smart. They are compassionate, and they care. They listen first and more than they speak! These talented folks get it; they want it; and, they can do it! They are our best sales force—they get “stuff done.” Our Dream Manager initiative helps our employees achieve their personal and professional aspirations. Our development and mentoring efforts from the top down seek to help each other and our team reach their full potential by teaching them how to assess and manage risk, make decisions, and be accountable for outcomes. This translates into a culture of continuous improvement personally and for our Company. We celebrate their successes, because their successes are our successes!

LEADERSHIP
EMPLOYEES
PARTNERS

CULTURE
CUSTOMER SERVICE
REPUTATION

- 3 -



TEAMWORK

As reflected in our Vivid Vision, we believe that a rising tide floats all boats and that there is much we can accomplish when we focus on the solutions rather than credit. Our incentive structures reinforce the importance of team while acknowledging individual contributions. We possess an abundance mentality and reward win-win mindsets. We stand up for each other as well as to each other in seeking truth. We believe in the power of gratitude.

CORPORATE WORK SPACE
COMMUNICATION

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KNOWLEDGE & IMAGINATION

As life-long learners, our people seek knowledge and best practices that inform our proposed solutions. We confidently seek out the smartest and hire the brightest because we know that fundamentally they will challenge us to be better versions of ourselves. This allows us to embrace any challenge—regardless of the size and complexity. We think boldly and leverage the strength and natural tendencies of our team. Identifying and understanding our employees’ Unique Abilities allow us to complement their true gifts where they experience the most satisfaction and recognition. This helps us sustain our entrepreneurial spirit. We strive to reduce complexity and enhance clarity. We want elegant solutions that are self-sustaining for our clients—long after our engagements end.

HR SYSTEMS
CAN YOU IMAGINE?
TECHNOLOGY

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LEADERSHIP

We practice leadership from within. To remain agile in a fast growth environment, a flattened management structure is crucial. The structure requires key decision makers being spread throughout the organization and at all levels. Decisions are made in days not weeks. Operating in a high trust environment allows our managers to truly focus on their specific area of expertise being comfortable that they are supported by equally focused teammates. Our cadre of successful former military and corporate executives provide key mentorship developing the right talent at the right time to execute an ambitious, audacious future vision.

MISSION
VISION

...leadership comes from a deeper reality within us. It comes from our values, traits, principles, life experiences, beliefs, motives and essence. Leadership is an intimate expression of who we are; it is our whole person in action. We lead by virtue of who we are. ...Leadership is courageous, authentic influence that creates enduring value. KEVIN CASHMAN

OUR 5 PILLARS

VIVID VISION 2020

RECRUITING & TRAINING

We have best-in-class recruiting and training processes that yield extraordinarily talented employees who are life-long learners, which is why we are able to offer leading-edge solutions. We seek individuals who possess the characteristics and values that we understand are critical to sustaining our culture. We've all heard the adage that there is no "I" in team—but we live this in how we recruit, work with partners, and support our clients. The humility, hunger, insight and intelligence with which we attack challenges together produces outcomes where the whole is greater than the sum of our parts. This demands that we recruit the best and brightest, and help them not only understand their unique abilities, but also live them. More than 50% of our new employees are the result of referrals from our current team members.

Our cloud-based recruiting and talent management system streamlines our recruiting process and enhances our performance management system that is primarily focused on employees' futures rather than spending unnecessary time looking in the rear-view mirror. This shared approach demands transparency between supervisors and their team. We believe that there should never be surprises, especially regarding performance issues. Transparency and addressing concerns early and often enhances alignment between performance and outcomes.

REPUTATION

Our Company established itself as a professional services consulting firm that "gets things done!" Our clients are "wowed" by the expertise and commitment we bring to help them solve complex challenges. We live by the Warren Buffet observation that "It takes 20 years to build a reputation and five minutes to ruin it. If you think about that, you'll do things differently." We do things differently!

This approach to working with our clients and partners to enhance clarity is one of the many reasons we continue to grow so rapidly. Unlike other companies who have experienced rapid growth and failed to scale adequately, we continue to outperform the market by executing like a small business with the intellectual knowledge of firms many times our size.

By understanding up front what has to happen for a client, partner or potential employee to be thrilled that our paths crossed, we are able to execute a shared vision with the "end in mind."

BUSINESS DEVELOPMENT & MARKETING

Business development and marketing is a core competency. We have a unique streamlined business development, capture and proposal process. The process assists in leveraging the insight and abilities of our employees who are solving the challenges presented by our clients. Your passion, abilities and understanding of the many issues resident in our engagements uncovers many of the opportunities presented to us. The successful completion of engagements with stellar CPARS insures we are asked to execute the opportunities uncovered. Our BD process relies heavily on your successes.

OPERATIONS & TECHNOLOGY

We have developed proprietary and integrated enterprise resource management (ERM) systems that allow us to leverage the best attributes from leading commercial-off-the-shelf (COTS) applications to manage the full lifecycle of engagements and relationships in simple, easy-to-adopt interfaces. Our Opportunity Management System (OMS) is where the magic begins. Leveraging cloud-based leading-edge business intelligence applications allow us to realistically assess opportunities and maintain an extraordinarily high win rate. In short, we don't waste our employees' and partners' valuable time. Our Engagement Management System (EMS) automatically transfers key information from OMS following a contract award to allow our business development, project, and finance managers to accurately and reliably employ customer relationship management, financial management and project management tools to enhance efficiency and minimize errors.

We employ cloud-based solutions that enhance agility, reliability, flexibility and security. Whether it's protecting our own intellectual information, or that of our partners and clients, we seek and leverage solutions that reduce risk and enhance functionality.

FINANCE

Our balance sheets are extraordinarily healthy because we minimize overhead, routinely monitor areas of possible duplication, and invest in high value opportunities. We enjoy robust lines of credit because financial institutions with which we partner trust our business processes, decision-making, transparency and compliance with Generally Accepted Accounting Practices (GAAP) and Defense Contract Audit Agency (DCAA) requirements.

Our teaming partners trust us because we pay them on time—and typically well ahead of contractual requirements. We do not believe in keeping money that belongs to those who perform the work with us; thus, our attention in managing account receivables allows us to pay our partners well ahead of industry norms.

COMMITMENT TO OTHERS

Our mission to Make Success Possible extends to employees, partners, clients and communities.

Our code of ethic and professional conduct compliance standards mirror our expectations for all employees. We Make Success Possible by earning trust, producing quality work, advising independently and objectively, acquiring knowledge, licenses and professional certifications, accurately documenting our achievements, and earnestly understanding and learning from our failures. We recognize that success is a team endeavor.

As a Service Disabled Veteran Owned Small Business (SDVOSB), we believe in giving back as well as paying it forward to assist our veterans. However, we don't stop here. Through our time, talent, and treasure, our employees volunteer to myriad causes that are important to them, and we support these efforts through policies that encourage them to make success possible for others! Collectively, our employees support a wide range of efforts to improve our communities and make the world a better place to thrive.

THOUGHT LEADERSHIP & INNOVATION

In our world, 1 + 1 does not = 2; rather, it equals 11!

We seek not incremental solutions, but disruptive ones that address root causes. While we acknowledge that each challenge is unique, our proposed solutions consider the system in which that problem exists in an interdisciplinary way. This helps us think critically and consider solutions from other fields that produce remarkable results. As learners, we monitor and collaborate with academic institutions and think tanks to inform best practices and contribute to the body of knowledge in various disciplines.

*It is amazing what
you can accomplish
if you do not care
who gets the credit.*

PRESIDENT HARRY S. TRUMAN

WHAT IS YOUR DREAM?

WHAT DO YOU DO UNIQUELY WELL?

HOW CAN I HELP?

KEY QUESTIONS

OTHER
