Small Business Success Story
(A never ending work in progress)

Richard Brady, P.E., BCEE
Chairman and CEO, Richard Brady & Associates
Today’s Discussion

- How did the business start and when?
- Growth Path?
- Challenges of Growth?
- Lessons Learned?
Here’s a story, about a man named Brady...

- Born in the Portsmouth Naval Hospital, VA 1956
- Father - Navy Chief, 43 years
- Mother - San Diego Tuna Fishing Family
- Lived in Subic Bay, 1962-1964
- Clairemont High School, Class of 1974
- SDSU, Civil Engineering, 1980
Mary Josephine Silva, center, was crowned the little queen of the Portuguese Festival of the Holy Ghost yesterday, at St. Agnes Catholic church, following a solemn high mass celebrated by Rev. Mgr. Lawrence Ferreiral. Her handmaids are Beatina Goncalves, left, and Helen Coelho, right. More than 2000 San Diegans of Portuguese extraction took part in the ceremonies. Adult queen crowned at the ceremony was Miss Mary Ferreira.
James M. Montgomery, 1962
The Early Years

May 3, 1999 – August 12, 2004
Brady Five Company Rules

1. No Whining Allowed
2. Do the Right Thing
3. Always Tell the Truth
4. Use Your Best Judgement
5. Have Fun (or we’ll find you another job)
Alvarado, 1946 - 66 mgd
BRADY’ Signature Project - 200 mgd
Alvarado WTP Project
35 MG Earl Thomas Reservoir
2004 - World's Largest

Featured in
CE Magazine

Rick Brady,
Project Manager

CIVIL ENGINEERING NEWS

WATER TREATMENT
Earl Thomas Prestressed-Concrete Reservoir Is World’s Largest

The largest prestressed concrete water storage facility in the world was recently completed at San Diego’s Alfredo Water Treatment Plant (AWTP). The reservoir replaces 30-year-old, 35 mg gal (129 million gal) reinforced-concrete and steel tanks. The existing tanks were replaced because of cracking, seismic instability, and inadequate water circulation. The new, partially buried reservoir is to be surrounded by a park and will have a small access road.

Named for Earl Thomas, a former superintendent of the city’s water department, the new to be completed. The new reservoir was designed to be a prototype, with the MABCON design of the main building, a roof of red and white, and a tower capped with a water-dipped dome.

The new reservoir will be located on the previous reservoir, a feature that made it easy to expand and add more capacity. The main building will be approximately 2,100 ft in diameter and 300 ft above ground level. The reservoir will be filled using a bypass gate located on the top of the main building. The overflow area will be used for recreation and as a storage area.

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$4.59M Revenue in 2004

**ENGINEERING FIRMS**

Ranked by total full-time licensed engineers as of Feb. 1, 2005

<table>
<thead>
<tr>
<th>Rank</th>
<th>Firm Name</th>
<th>Year Founded</th>
<th>Headquarters</th>
<th>Total Full-Time Employees</th>
<th>Type of Engineering</th>
<th>Key Projects/Programs</th>
<th>Clients</th>
<th>Revenue (M)</th>
<th>Note</th>
<th>Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Fosters &amp; Giordano</td>
<td>1959</td>
<td>San Diego</td>
<td>750</td>
<td>Civil, Structural, Environmental</td>
<td>Southern California Border Crossings, Port of San Diego Expansion</td>
<td>San Diego, California</td>
<td>4.59</td>
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<tr>
<td>2</td>
<td>HME, Inc.</td>
<td>1946</td>
<td>San Diego</td>
<td>550</td>
<td>Civil, Environmental</td>
<td>San Diego River Tidal Inlet, South Bay Regional Park</td>
<td>San Diego, California</td>
<td>3.04</td>
<td></td>
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<tr>
<td>3</td>
<td>process area</td>
<td>1981</td>
<td>San Diego</td>
<td>450</td>
<td>Civil, Structural, Environmental</td>
<td>Port of San Diego Projects, South Bay Regional Park</td>
<td>San Diego, California</td>
<td>2.50</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Pacific Coast Surveying, Inc.</td>
<td>1973</td>
<td>San Diego</td>
<td>400</td>
<td>Surveying, Geotechnical, Environmental</td>
<td>Coastal Zone Management, South Bay Regional Park</td>
<td>San Diego, California</td>
<td>1.50</td>
<td></td>
<td></td>
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Note: Revenue figures are based on the number of full-time licensed engineers as of Feb. 1, 2005.
BRADY Relationships at the Time

MWH
MONTGOMERY WATSON HARZA

CDM
Camp Dresser & McKee Inc.

VI
C. E. WYLIE CONSTRUCTION CO.
General Building and Engineering Contractors

DYK
INTEGRATED

CH2M
HILL

TETRA TECH, INC.
Overall Ranked #10

KLEINFELDER

HDR
The Federal “Experience”

August 12, 2004 - August 11, 2013
YEAR ONE - 2005

$0 FEDERAL REVENUE

One interview win
$5M/2 year contract
The Big Break

Marines wrestle with water threat:

LEAD

in drinking water at Camp Pendleton

January 29, 2006
The Second Big Break – Call from Fluor (Founded in 1912)
Fluor and Brady Major Successes

$490,000,000 in contracting capacity awarded in less than 2 years
Brady’s HQ 2007-2017
Brady Growth 2005-2013

The chart illustrates the growth of Brady from FY2005 to FY2014, distinguishing between non-federal and federal revenues. The growth is shown in ascending order from FY2005 to FY2014, with a notable increase in FY2014.
U.S. Naval Facility
San Nicolas Island, CA
630,000 gallon prestressed concrete reservoir
2012- Jacksonville/Mayport NAS
$37,810,258/ 8 years
El Centro NAS 1 MG Reservoir Rehabilitation Project
The Grand Finale - 2013
32 MG Reservoir @ Savannah River
$43,257,849
Richard Brady & Associates, 2013
Challenges of Growth

- Cash Flow
- Line of Credit
- Bonding
- “Growing yourself to death”
Where are we today?

- Back to the basics
- Sold off our Federal Government business line
- $15M steady annual revenue
- CM Firm of the Year, 2018
- Crow Tribe $246M Water Project
The Challenge
Crow Reservation
LESSONS LEARNED?
LESSONS LEARNED

THE U.S. GOVERNMENT IS A GREAT CLIENT... BUT THEY SHOULDN’T BE YOUR ONLY ONE
LESSONS LEARNED

ALWAYS BE PREPARED FOR AN AUDIT
LESSONS LEARNED

CHOOSE YOUR M/P RELATIONSHIP CAREFULLY... IT CAN'T JUST BE ABOUT $$$
LESSONS LEARNED

HIRE THE BEST TALENT
LESSONS LEARNED

STAY IN YOUR LANE

EXPLOIT YOUR NICHE
LESSONS LEARNED

STAY CLOSE TO HOME
LESSONS LEARNED

PROTECT YOUR REPUTATION
Thank You

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