

EXPLAINER

The following Strategic Business Plan is an example of a critical document for smaller government contracting firms with growth aspirations.

Such documents cover the range of planning documents, from strategic planning, to operational business plans, to marketing/BD planning on a more granular level.

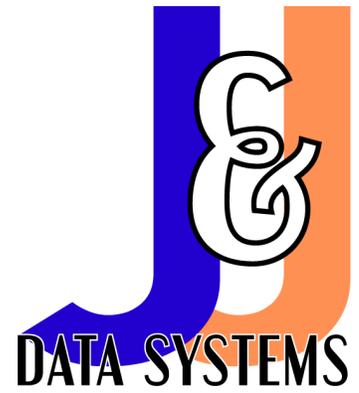
These plans can be of greatly varied lengths as well as vary greatly in detail, specifically tailored to each firm's unique needs.

We suggest quarterly updates to the plan, especially in the early years, and particularly as relevant events impact the company's future. It will be used largely on an internal basis as the playbook for leadership and management.

It can be readily adapted for presentation to potential investors and lenders, as well as others attracted to the company as a potential teammate.

Normally, the type of plan would be accompanied by an Action Plan that lays out specific actions to be undertaken and by whom, arrayed against a schedule for completion. Such action plan would be reviewed regularly and updated as warranted.

All names, companies and programs used are fictitious.



STRATEGIC BUSINESS PLAN

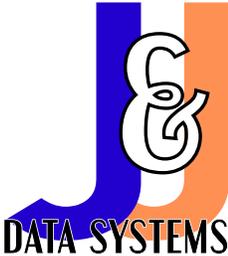
jjdatasystems.com

developed in collaboration with

**SEROTKIN
GROUP**

J&J DataSystems LLC (JJL)

123 Main Street, Ste 713
Fairfax, Virginia



Foundation, Overview and high-level Goals

Founded in April 2024, JJL set out to leverage its founders’ industry expertise in enterprise architecture (EA) and data analytics, supporting the Department of Homeland Security and Department of Transportation.

Founders Jorge Santiago and Jillian Tagoney, 50-50 partners, both were instrumental in architecting and managing key programs at DHS and DOT. The resulting programs, which Jorge and Jillian incubated and designed, led to the funding and implementation of the widely recognized OpEx Information Security Platform (OISP) and Motor Vehicle Performance Enhancement Program (MV-PEP).

Combined, they bring nearly 40 years of advanced IT program management to JJL, having worked for SCIC and Upheed , leaving these positions to form JJL.

With this background, the JJL founders have accelerated company growth faster than that experienced by other early-stage contractors. The firm is confident it will be awarded a GSA Multiple Award Schedule via the agency’s Springboard program. With early subcontracting wins and anticipation of niche, prime awards in the first 12 months of operation, JJL will apply to the SBA for acceptance into the 8(a) program in advance of the normal two year wait.

JJL has invested in robust market research and capture tools, leading to market projections summarized here, and expanded below:

Year	Revenue
2024 (partial)	\$.85M
2025	\$4.8M
2026	\$11.9M
2027	\$22.7M
2028	\$35.9M
2029	\$39.1M



2029 represents an inflection point for JLL. Anticipating 8(a) certification in 2026, the company will be able to participate in the program until 2035, provided it remains small under its respective NAICS. The company in 2029 anticipates one of several directional moves. These are not necessarily exclusive.

- Sale to a prime contractor, subject to 8(a) rules and non-reliance on the 8(a) program
- Majority investment from private equity, subject to 8(a) rules and non-reliance on the 8(a) program
- Tuck-in Acquisitions to complement gaps in agencies and offerings needed to compete in a full and open environment

The company has begun to embed the use of predictive AI in its growth modeling, using the technology to project the types of new contract vehicles that agencies and GSA will launch beyond the current portfolio.

Strategic Growth Components

JLL plans to systematically roll out actions to support its growth strategy:

1. Support other enterprise programs at DHS and DOT via obtaining subcontracted niches with major primes
2. Target programs within subagencies under DHS and DOT that require transformative infrastructure adoption similar to OISP and MV-PEP.
3. Pursue other agencies where data management, governance and security skills gleaned from OISP and MV-PEP implementation can be applied

Based on early JLL hires, proven ability to attract market experts, industry presence and agency exposure, the founders are confident that JLL will experience higher-than-average recruiting and retention results.

Growth Management

JLL management is keenly aware of the typical sequence in government contracting, from subcontractor to prime novice contractor, to Other than Small prime.

To build its business plan and out-year budget, JLL has mapped investment in contract management, technology adoption, back-office operations, and hiring sequence to that process.

JLL has adopted Operating Drivers that informs its spending, values and goal attainment. These include the following:

- All customer-facing employees are encouraged to practice business development with the end user and prime contractor clients, with incentives structured to recognize success in that regard.
- Training is embedded in company culture, with focus on career development, successive management tracks, security, project management and operational excellence, and technology enhancement
- Proposal management to encompass all functional employees with the goal to produce a unified submission that incorporates informed inputs on pricing, recruiting, and technology solutions
- Internal communication maximizing use of automated platforms, including centralized repository, enforced permissioning, data capture and sharing, integrated functioning (accounting, ERP, sourcing, recruiting, timekeeping, HR, benefits) and workflow maturity.
- From the outset, JJJ will manage to a strict quality control regimen. Within 12 months of operation, JJJ will develop detailed attributes to achieve ISO 9001 and CMMI audits and certification.
- JJJ will make equity available for select employees who exhibit commitment to the company and bring differentiation in management, leadership, external relationships, deepening functional expertise, and successful client interface. Equity will be available for purchase by selected employees on favorable terms. Approximately 15% to 30% of equity will be reserved for these individuals.
- JJJ prioritizes regular engagement with potential teammates, mentor protege and joint venture partners
- To benefit from government contracting expertise as early as possible time at least possible cost, JJJ will build partnerships with outsourced service providers, starting with its relationship with GovNumbers LLC, a Unanet Gold Partner.
- To ensure CMMC compliance to the highest level desired and practicable, JJJ highlights investment and employee awareness to safeguard sensitive government data through zero trust processes, firewalls, intrusion prevention systems, data encryption protocols and other protective and monitoring measures.

Financial projections and cash management

JJJ has built a GAAP based financial model for 2024 through 2029, as follows. Significant line-item detail underpins these projections and associated breakdowns.

Year	Revenue	Prime/sub-contracting revenue	8a/non 8a revenue**	GSA/non-GSA revenue *	Profit***
2024 (partial)	\$.85m	0 / 100%	0 / 100%	0%	0%
2025	\$4.8m	22% / 78%	15% / 85%	0%	6.8%
2026	\$11.9m	54% / 46%	35% / 65%	22% / 78%	8.4%
2027	\$22.7m	58% / 42%	32% / 68%	34% / 66%	9.3%
2028	\$35.9m	71% / 29%	30% / 70%	54% / 46%	9.3%
2029	\$39.1m	72% / 29%	27% / 73%	57% / 43%	9.4%

**Includes GSA MAS and GSA vehicles such as OASIS+*

*** Subcontracts are counted in non-8a revenue*

****Earnings before interest expense and corporate income taxes (EBIT)*

Undergirding the projections is a laser focus on JJJ's core capabilities, and targeted agencies and contractors that serve those agencies. Revenue from the first 24 months of operations is expected to be derived from core functions and targeted clients, with growth beyond that coming from deepening relationships within those clients, tangential clients with similar needs, and technology applications built around the initial go-to-market stack.

With this emphasis on a focused approach, JJJ generated projections that balances start up risk with over-optimism. Its reliance on outsourcing and consulting for indirect work at the outset allows it to pivot to a lower cost structure should projections not be met.

To prove out the original premise, JJJ has captured subcontracts based on its core capabilities - transformative enterprise architecture, data engineering, administration of data platforms, data workflows, and data security implementation.

As the programs at DHS and DOT built by Santiago and Tagoney came to fruition, they developed requirements, budget justifications, and on-ramp strategies for adding Ambidyx, a market leading, intuitive, code-free platform for data preparation, blending, analytics, and automation. Ambidyx and JJJ have signed an agreement to market the Ambidyx solution and proprietary JJJ applications across DHS, DOT and other agencies.

To manage cash requirements funding start up and initial growth, the founders each contributed substantial amounts to the company's equity. They have also established relationships with senior lenders in the greater Washington area experienced in lending to federal contractors and will brief the initial core of this banking universe every quarter on company performance, starting with the quarter ending 12/31/2024.

When the company requires an initial line of credit, the principals and company performance will be familiar to these banks and can facilitate approvals and faster application-to-loan times. Currently, JJJ has relationships with these senior lenders: AbleGov Bank, FYC Bank and Bank of Northern Virginia. In addition, the founders have relations with other institutional lending sources that provide transition funding from factoring to senior lending, such as that offered by Pythagorean LLC.

In addition to its sizeable, extended network within the government contracting community and federal agencies, the JJJ founders have availed themselves of intensive training for early-stage contractors provided by the SBA's APEX accelerators, SCORE mentors, and Small Business Development Centers.

As a result, JJJ has a realistic understanding of the nature of government contracting, including:

- the timing of tracking a bid opportunity, through RFI and RFP stages, culminating in proposal submission and award
- the juncture at which an 8a certification is granted by the SBA, and the time to convert that into contract wins.

Planned milestones schedule

J&J Data Solutions is tracking to these milestones over the next 18 months.

April 2024 - JJJ Launch

August 2024 - First subcontract, 6 months, \$450,000

October 2024 - Second subcontract, 5 months, \$575,000

December 2024 – establishment of \$500,000 line of credit with senior lender

March 2025 - Award of GSA MAS

April 2025 – Addition to Mytech prime contract to perform OASIS + task for IRS Data Governance project

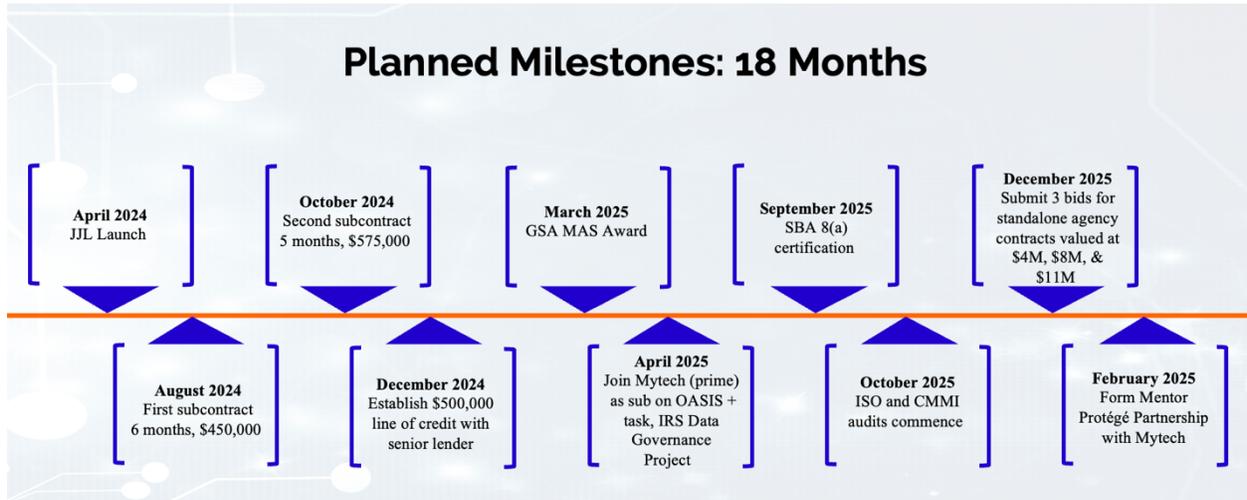
September 2025 - SBA 8a certification

October 2025 - ISO and CMMI audits commence

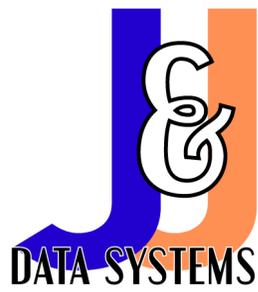
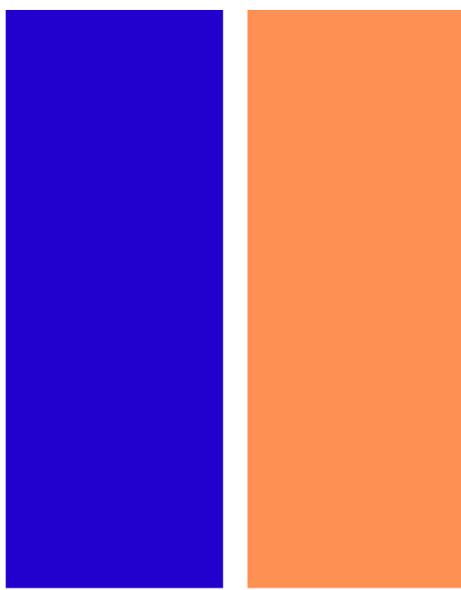
December 2025 - 3 bids submitted for standalone agency contracts valued at \$4 million, \$8 million and \$11 million

February 2026 - formation of Mentor Protégé Partnership with Mytech

Can you put these milestones in horizontal format



With its Operational Review completed by Jan. 15, 2025, JJL will commence updating of this plan by the end of February 2025, with scheduled updates every 90 days through July 2026.



CONTACT US

 123 Main Street, Ste 713 Fairfax, Virginia

 (123) 456-7890

 JorgeS@jjdatasystems.com

JillianT@jjdatasystems.com

 jjdatasystems.com

