

# THE POWER OF **LEADERSHIP**

Gary M. DeJidas, P.E., MBA, F. GBA  
Chairman & CEO, GAI Consultants

# MY LEADERSHIP STORY

- ▶ GAI Consultants, Inc. (GAI)
- ▶ About my career at GAI
- ▶ Leadership Tips
  - The Value of Risk Taking
  - M&A to Grow a Strong, Cohesive Company
  - Be a Lifelong Learner
  - Growing with Seminars, Conferences & Peer Reviews
  - Creating a Sound Leadership Transition Plan
- ▶ Q & A with Joel

# GAI CONSULTANTS, INC. (GAI)



ORIGINAL 1958 BUILDING: PITTSBURGH

- ▶ Founded in Pittsburgh, PA in 1958 as a Geotechnical firm
- ▶ Expanded geographically to provide diversified services in Orlando, FL in 1982



ORIGINAL 1982 BUILDING: ORLANDO





**CURRENT GAI BUILDING: PITTSBURGH**



**CURRENT GAI BUILDING: ORLANDO**

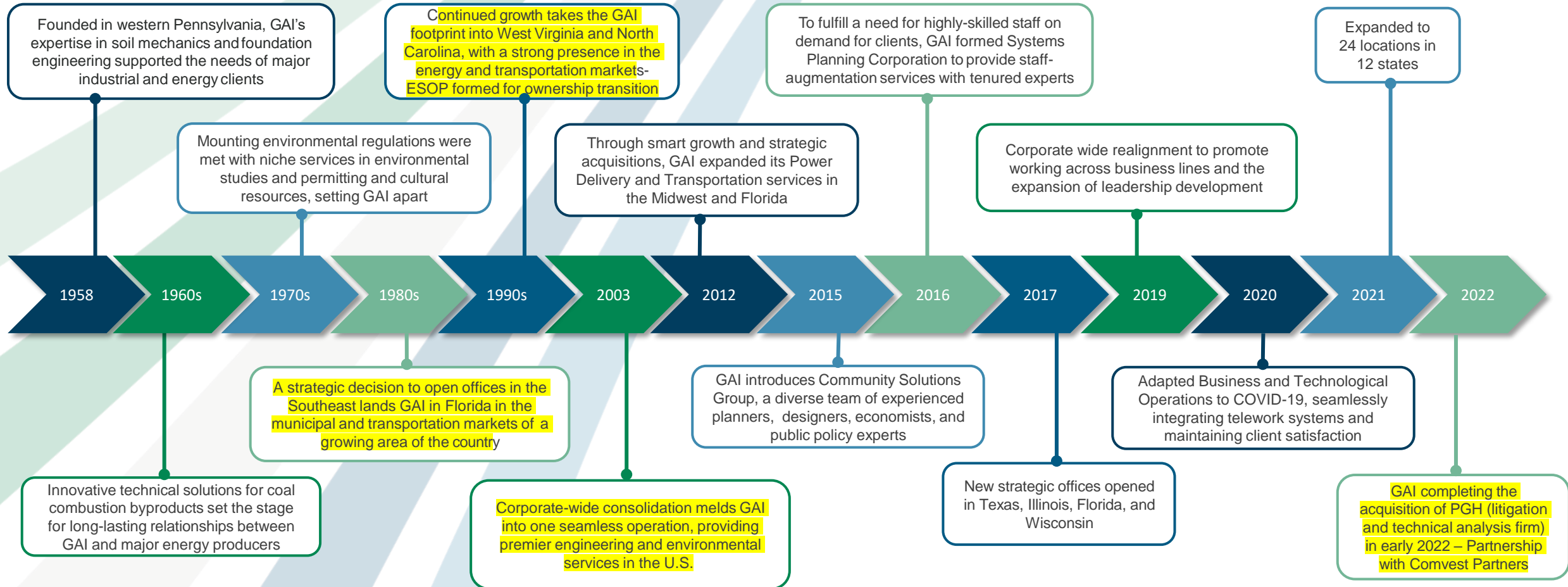
- ▶ Today, GAI is a diversified engineering, planning, and environmental consulting firm that provides customized solutions and local expertise to clients in the power, energy, transportation, development, government, and industrial markets

**800**  
**EMPLOYEES**

**25 OFFICES**  
**12 STATES**

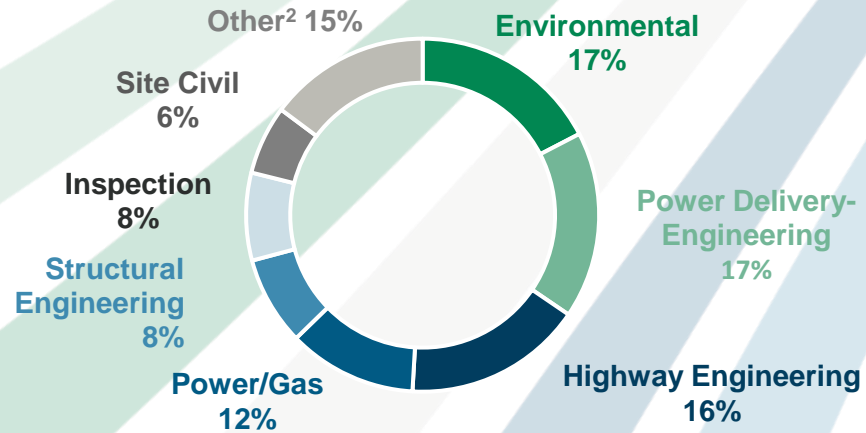


# COMPANY HISTORY

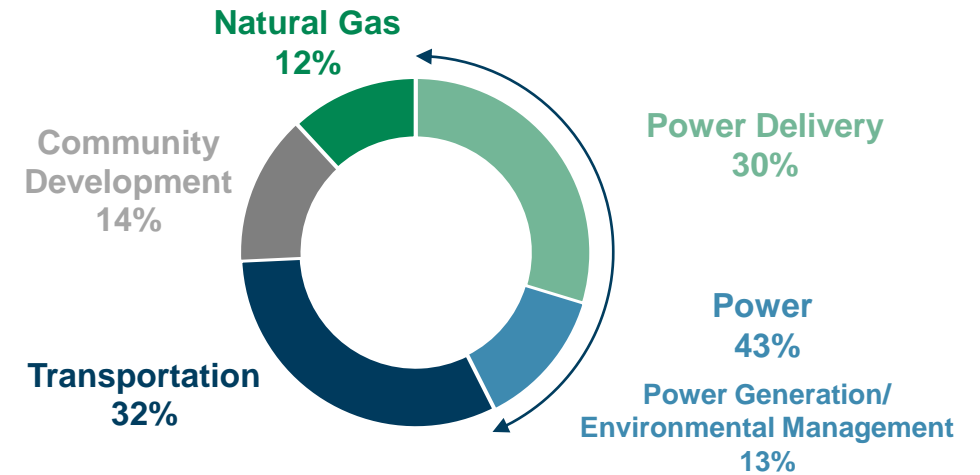


# GAI OVERVIEW

## Revenue by Services



## Revenue by End Market



## Key Statistics

**\$140 mil**

2022 Gross Revenue

**\$105 mil**

2022 Net Revenue

**7 %**

Long Term Historical Growth CAGR

**12%**

2022 EBITDA Margin

**800**

Full and Parttime Employees

**75%**

Repeat Revenue

<sup>1</sup> Based on 2021 net revenues

<sup>2</sup> Other: Planning & Landscape Architecture (4%), Geotech (3%), Engineering & Management Consulting (2%), Surveying (2%), Land Development (2%), Civil Engineering Power/Gas (inc. CAD & Geology, 1%), Environmental (inc. Compliance Monitoring Cultural Resources & GIS, 1%)

<sup>3</sup> Pro Forma for PGH acquisition

<sup>4</sup> FCF defined as EBITDA-Capex

# GAI CONSULTANTS, INC. (GAI)

**ENR  
TOP 500**  
DESIGN FIRMS

**ENR  
TOP 200**  
ENVIRONMENTAL FIRMS

- ▶ Power/ Energy and Transportation/ Infrastructure core business areas
- ▶ Private Equity Partnership with Comvest Partners
  - Main goal was to select a partner to accelerate GAI's growth opportunities by:
    - Providing significant capital for investment
    - Being committed to maintaining professional values
    - Having industry knowledge, relationships & resources
    - Being willing to establish a platform approach

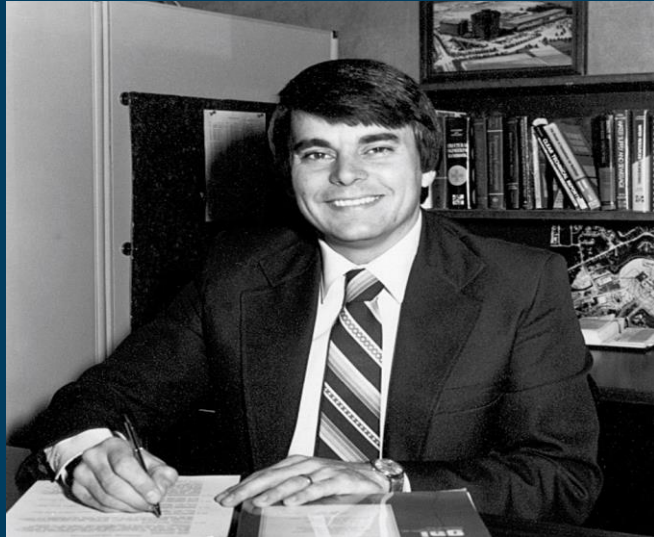


# ABOUT MY CAREER AT GAI





# ABOUT MY CAREER AT GAI



- 1972** Began my engineering career in GAI's Monroeville, PA office
- 1982** Opened GAI's first subsidiary, GAI-SE, in Orlando, FL
- 1987** Elected President of GAI-SE
- 1995** Lead the formation of GAI's ESOP to buy out founders
- 2003** Elected President and CEO of consolidated GAI
- 2017** Transitioned out of President role as part of succession planning

# ABOUT MY CAREER AT GAI

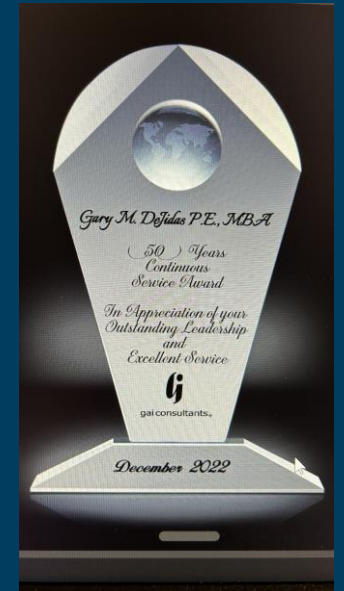


Serving as CEO and Board Chairman overseeing GAI's growth, strategic development and succession planning

Celebrated 50 years with GAI in 2022

Lead the transition to a Private Equity partnership

Member Terra Insurance Company Board of Directors and GBA Fellow



# THE VALUE OF RISK TAKING

- ▶ 1980 – Opportunity knocked
- ▶ 1982 - Relocated my family to Orlando
- ▶ Leaders believe they will succeed
- ▶ Dedication, persistence, and luck
- ▶ Building on successes
- ▶ Staying positive even when things aren't going your way
- ▶ Knowing if you are a risk taker

# M&A TO GROW A STRONG, COHESIVE COMPANY



*a GAI Company*

- ▶ Leaders find the “right fit”
- ▶ Integration with other leadership teams
- ▶ 14 acquisitions over a 15-year period
- ▶ Willingness to admit mistakes
- ▶ Diversifying services, geography, and clients through M&A
- ▶ Creating a new platform for growth with a Private Equity partner



# BE A LIFELONG LEARNER

- ▶ Going back to school almost 40 years after graduating
- ▶ Earning an MBA with senior leadership team
- ▶ Encouraging others to follow my lead
- ▶ 70 GAI MBA graduates from 2011 to 2022
- ▶ MBA graduates have advanced in GAI leadership
- ▶ GAI's five Board members are all MBA graduates



# GAI POINT PARK UNIVERSITY CLASS OF 2022



# GROWING WITH SEMINARS, CONFERENCES & PEER REVIEWS



- ▶ GBA is a great place to network and grow your leadership career and talent
- ▶ Active participation in committees builds relationships
- ▶ I'm a long-time member of the GBA Peer Review committee and Mr. Green in "Green Geo" the Fine-Tuned, Peer Reviewed Machine!
- ▶ I've been involved in 5 peer reviews of GAI and 15 peer reviews as both a peer reviewer and team captain over a 12-year period
- ▶ The companies I've peer reviewed have ranged in size from 30 people to over 500 people and included firms in the continental U.S., Hawaii, Canada, and Australia



# THINK BIG. ACT BIGGER.



Spring Conference – April 7-9, 2022 • Marriott Marquis San Diego Marina Hotel



# CREATING A SOUND LEADERSHIP TRANSITION PLAN



- ▶ Today's workforce is changing.
- ▶ Staying with one company has become rare
- ▶ Growing and retaining leaders is the new challenge
- ▶ Identifying and nurturing the next generation of leaders
- ▶ Leaders need to be good communicators, team players, and have a solid understanding of what their new role entails
- ▶ My job now is to mentor, coach, and help the next generation of leadership that will take over
- ▶ And of course, spending time with me lovely wife, Mary, who has shared this journey with me!

# Q&A WITH JOEL

# THANK YOU!

If you have any questions, contact me at  
[g.dejidas@gaiconsultants.com](mailto:g.dejidas@gaiconsultants.com)