



MORRISON

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PERSONALITY TESTS: PROS, CONS, AND HOW TO CHOOSE

Psychometric personality tests can be a valuable tool for your business, but not all are created equal. Morrison Principal Shawn Miller breaks down the common concerns and the greatest advantages.



INTRODUCING MORRISON'S NEW MANAGING PRINCIPAL

As of July 1, 2020 Principal Toni Scott is now overseeing daily operations as Morrison's new Managing Principal, while Brent oversees the Business & Accounting Advisory service line and strategic initiatives.



CLIENT CORNER

There is always something new going on with our clients, and we are delighted to share the latest news with you including national recognitions and new leadership announcements.



P31 ENTERPRISES:

A VISION FOR WILDFIRE PREVENTION AND RECOVERY

Founded in 2016 in Oroville, California, P31 Enterprises originally focused on providing administrative services for the Bamford family of businesses, which operate in timber and other industries. But that was never the end game: from day one, the mostly woman-owned business had greater goals, with plans for services to remove trees and brush damaged by western drought conditions and pine-beetle borer infestations. These services are critical to both lessen fire risks and to mitigate the spread of borers to healthy trees.

The Bamford family's involvement in the California timber industry goes back to the 1960s, and the women of the family and others now in P31's ownership have long played active roles. "P31" is short for Proverbs 31, which is dedicated to industrious women "of noble character." It reads in part:

- ¹⁶ She considers a field and buys it; out of her earnings she plants a vineyard.
- ¹⁷ She sets about her work vigorously; her arms are strong for her tasks.
- ¹⁸ She sees that her trading is profitable, and her lamp does not go out at night.

P31 soon added the felling and removal of dead and dying trees along roadsides and utility lines to its services, with a focus on safety and fire prevention. In 2017, the company began cleanup and debris removal services in the wake of California's devastating wildfires. Among others, this

included providing clean up and removal services following the 2017 Tubbs Fire—then the most destructive in California history—and after the Mendocino Fire Complex, which burned over 450,000 acres in 2018. Sadly, those records are falling as this is written.

P31's tree removal and cleanup services proved invaluable in the wake of the November 8, 2018 Camp Fire, in Paradise, California, which surpassed the Tubbs Fire as the state's most destructive wildfire. Pacific Gas & Electric also engaged P31 to clear trees and brush from miles of utility lines as part of its "line hardening" program to reduce fire risk and improve public safety after the Camp Fire. In addition, P31 began "foundation work," helping to clear and recover burned properties by the removal of foundations, metal, other fire debris, and layers of ash and contaminated soil from burned areas, preparing the way for the eventual recovery and restoration of those properties.

From humble beginnings in 2016, P31 grew from administrative work and ambitious goals to a peak of 74 crews and over 450 employees by 2020. Incidentally, it is also the youngest company to headline the Morrison newsletter in our eight years of publication. That's a minor accomplishment in light of all they have achieved but it impressed us!

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P31's work and service offerings are far from done. Along with tree removal and burn area recovery projects, P31 is now moving into the underground concrete segment of heavy civil construction public works projects, such as for roads, bridges, water distribution, and utilities. To accomplish this, P31 has brought in experienced heavy civil construction management and bid estimation teams to help leverage their experience with utilities and public works projects. Currently operating throughout California, P31 plans to expand services into nearby Oregon and Nevada.

Morrison is pleased to have assisted P31 Enterprises with the inevitable challenges of its rapid growth, with help ranging from business and accounting advisory services to recruitment services. We look forward to their continued growth and success.

MORRISON AND P31 SUCCESSES

CATCHING UP WITH GROWTH, PREPARING FOR THE FUTURE

CHALLENGES:

As previously mentioned, P31 has experienced tremendous growth since its founding in 2016. In addition, the company has expanded both its service offerings and geographic range, leading to rapidly changing management and accounting needs. Staffing levels rose from just a handful to a peak of over 450 this year.

Controller and CFO level functions were initially performed by an experienced controller who also had responsibility for other Bamford family entities. P31's growth, and that of its sister companies, eventually made this impracticable. Along with the growth, the company experienced turnover in key accounting functions, complicating the full implementation of new accounting software.

SOLUTIONS:

Morrison was engaged to address accounting and reporting issues identified by the company, and to ascertain and address other matters to allow for accounting and reporting procedures to match the company's changing needs and projected growth.

Morrison assisted in catching up with accounting backlogs and developing new processes and procedures. We filled most controller and CFO level functions, enabling the current controller to focus on the sister companies and to allow P31 to prepare to onboard a full-time controller dedicated to the needs of the company.

SUCCESSES:

With most of the backlogs resolved and improved processes in place, P31 was ready to move to a permanent solution. Morrison assisted in vetting a controller candidate identified by the company and assisted with his transition. P31 is now better positioned to leverage its incredible growth into a bright future.

PLACING KEY PEOPLE DURING A PANDEMIC

CHALLENGES:

As described in this issue's cover feature, P31's rapid growth underscored the need for a full-time accounting professional. The company was uncertain of the roles and experience needed for a full-time position, but needed timely assistance with its accounting. Morrison was engaged to provide interim controller/CFO level support while assessing the needs for a full-time position.

The need for this position came at the peak of the COVID-19 shut down. While in an essential industry, many candidates were reluctant to consider a career move due to the overall uncertainty. Social distancing also posed challenges in interviewing and vetting candidates.

SOLUTIONS:

During our interim assistance, we were able to help define the needs for the controller position. In addition, it was determined that a stronger bookkeeping position was also needed.

A recommendation for a controller candidate came from one of P31's management members. As this person had strong credentials, Morrison's efforts shifted to interviewing and vetting this candidate. Morrison also located and placed a solid bookkeeper using our established search resources and interviewing via video conferencing.

SUCCESSES:

The controller candidate, who was eventually hired, underwent Morrison's vetting process, including behavioral interviews and our proprietary accounting skills assessment. The candidate also participated in a Hogan psychometric assessment (see also "Personality Tests: Pros, Cons, and How to Choose" in this issue) as a final gauge for fit. The new bookkeeper has also settled into the position quickly and effectively.

Morrison's unique approach allowed us to pivot our efforts and customize them for these roles and circumstances, resulting in the highest value for P31.