

Innovation

Diversity

SUCCESS



Pettigrew &
Associates

Annual Report

2018

What's Inside?

FROM THE CEO
MISSION
PEOPLE
ORGANIZATION
HUMAN RESOURCES
EMPLOYEE RECOGNITION
TRAINING
SAFETY
MARKETING
FINANCIAL
SNAPSHOT



A Message from our CEO:

2018 was definitely a year of growth and change.

- Our year ended with gross revenues at \$7,787,473, a 10% increase over 2017.
- Topped 50 employees
- Renamed our services – Engineering, Surveying and Construction Services
- Remodeled to provide 6 more permanent works stations, along with another 5 itinerant stations.
- Upgraded our safety and security systems.

Internally

We have worked diligently for close to a decade building a diverse workplace sharing a loving, prideful, fault-free learning environment with a genuine respect for each individual as an integral part of the whole. For each of you this translates into job satisfaction, collaboration, and professional growth. For Pettigrew it impacts morale and employee loyalty and ultimately drives business success.

You invested over 165,500 hours to the success of Pettigrew in 2018. And through training, development and incentives; health and safety; workplace

and equipment; work/live balance; wages, bonus, and retirement; we invested \$2.4M in you.

Externally

Growth does not occur without growing pains. Working for public entities is a challenge when your client truly changes every two years. In 2018 more than 50% of our revenues were generated from local governmental agencies (city/ county/ school district). In one particular instance we became highly integrated and truly in tune with our client. Projects were real time fluid and our client was able to make decisions real time. The client was truly grateful for our innovation, response, and professionalism.

Unfortunately, our project systems played catch up to design and construction progress. When the client leadership changed, we had to back track to produce progress meeting notes and recordings, correspondence, etc to verify client project directives. These project directives should have been captured in project management and document control.

This year we earned high praises from our clients! And, this year we learned the hard way it is ABSOLUTE we follow systematic project management and document control. This responsibility falls to all of us, not any one of us.

We are the only firm located in southeastern New Mexico with the unique capability of providing all facets of a civil design project in house. We are the only firm located in southeastern New Mexico with the unique technical knowledge of both horizontal and vertical construction. With our experienced professionals, exceptional comprehensive perspective, adherence to budget, commitment to quality and unparalleled sense of integrity, we will continue to enhance the quality of life of those we serve – our clients and our communities.

Having a high standard is not an option, it is a necessity for us to succeed in this economy.

Debra P. Hicks, PE/LSI



A diverse mix of voices leads to better discussions, decisions and outcomes for everyone.

– Sundar Pichai, CEO of Google



CREED

Our goal is to achieve a position of respect and integrity as a technologically advanced, quality oriented firm.

Vision

We are wholly committed and dedicated to the highest of ethical standards. Our integrity is based upon honesty, perseverance and professionalism.

Values

We achieve these goals by devoting our energy within Pettigrew & Associates towards sharing a loving, prideful, fault-free learning environment

Culture

with a genuine respect for each individual as an integral part of the whole.

Mission

Experienced professionals. Exceptional comprehensive perspective. Adherence to budgets. Unparalleled sense of integrity and commitment to quality. Those are not just expressions at Pettigrew; they are the backbone of our business, practiced every day for every client.

Pettigrew & Associates Creed presented in Spanish by Ahida Blandin

Nuestro objetivo es alcanzar una posición de respeto e integridad como una empresa tecnológicamente avanzada y orientada en la calidad. Estamos completamente comprometidos y dedicados a los estándares éticos más altos. Nuestra integridad esta basada en la honestidad, la perseverancia y el profesionalismo. Alcanzamos estos objetivos dedicando nuestra energía dentro de Pettigrew & Associates, P.A., compartiendo un ambiente de cariño, de orgullo y de aprendizaje libre de culpas, con un respeto genuino para cada individuo como parte integral del conjunto.

Where in the world...



United States

States Represented

New Mexico, Texas, Colorado, California, Kentucky, Oklahoma, Tennessee, Connecticut, Washington, Alabama, New Jersey, Michigan, North Carolina

Employees

Susana, Cathie, Henry, Amy, Jordan, Zachary, Ray, Trey, Iyvan, Vanessa M., Vanessa McD., Adam, David, Sean, Debra, Tres, Mikaela, Randy, Tonya, Isaac, Jared, Nancy, Monique, Celina, Tyler, Neal, Joe, Angelica, Dick, Jorge, Caitlin, Bentley, Megan, Evan, Liz, Skye, Erica, Charity, Richard and Jeremy

Languages

English and Spanish



Navajo Nation of Northern AZ

Represented

Bluegap Chapter

Employee

Harold

Languages

Navajo and English



México

States Represented

Coahuila, Chihuahua, Durango

Employees

Ahida, Juan S., Juan D., Carlos, Teo, Kate, Aaron, Esau, Laura

Languages

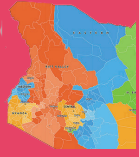
Spanish, English, Czech, Portuguese and French

Pettigrew & Associates Creed presented in Hindi by Teja Tadi

हमारा लक्ष्य तकनीकी रूप से उन्नत, गुणवत्ता उन्मुख फर्म के रूप में सम्मान और अखंडता की स्थिति प्राप्त करना है। हम पूरी तरह से प्रतिबद्ध हैं और नैतिक मानकों के उच्चतम के लिए समर्पित हैं। हमारी संस्था ईमानदारी, दृढ़ता और व्यावसायिकता पर आधारित है।

हम पीएंडए के भीतर अपनी ऊर्जा को समर्पित करके इन लक्ष्यों को प्राप्त करते हैं, प्रत्येक व्यक्ति के लिए एक संपूर्ण सम्मान के रूप में एक सच्चे सम्मान के साथ एक प्यार, गर्व, दोष-मुक्त, सीखने के माहौल को साझा करते हैं।

are we from?



Kenya

City Represented

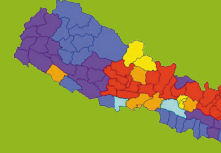
Kabarnet

TribeKalenjin

Employee: Caroline

Languages:

Swahilli, Tugen
and English



Nepal

City Represented

Dhangadhi

Employee

Laxmi

Languages

Nepali and English



India

City Represented:

Andhra Pradesh

Employees: Tejaswini

Languages:

Tamil, Telugu, Hindi, Napoli,
English



Philippines

City Represented

Bacoor, Cavite

Employee

Fia

Languages

Filipino (Tagalog) and English



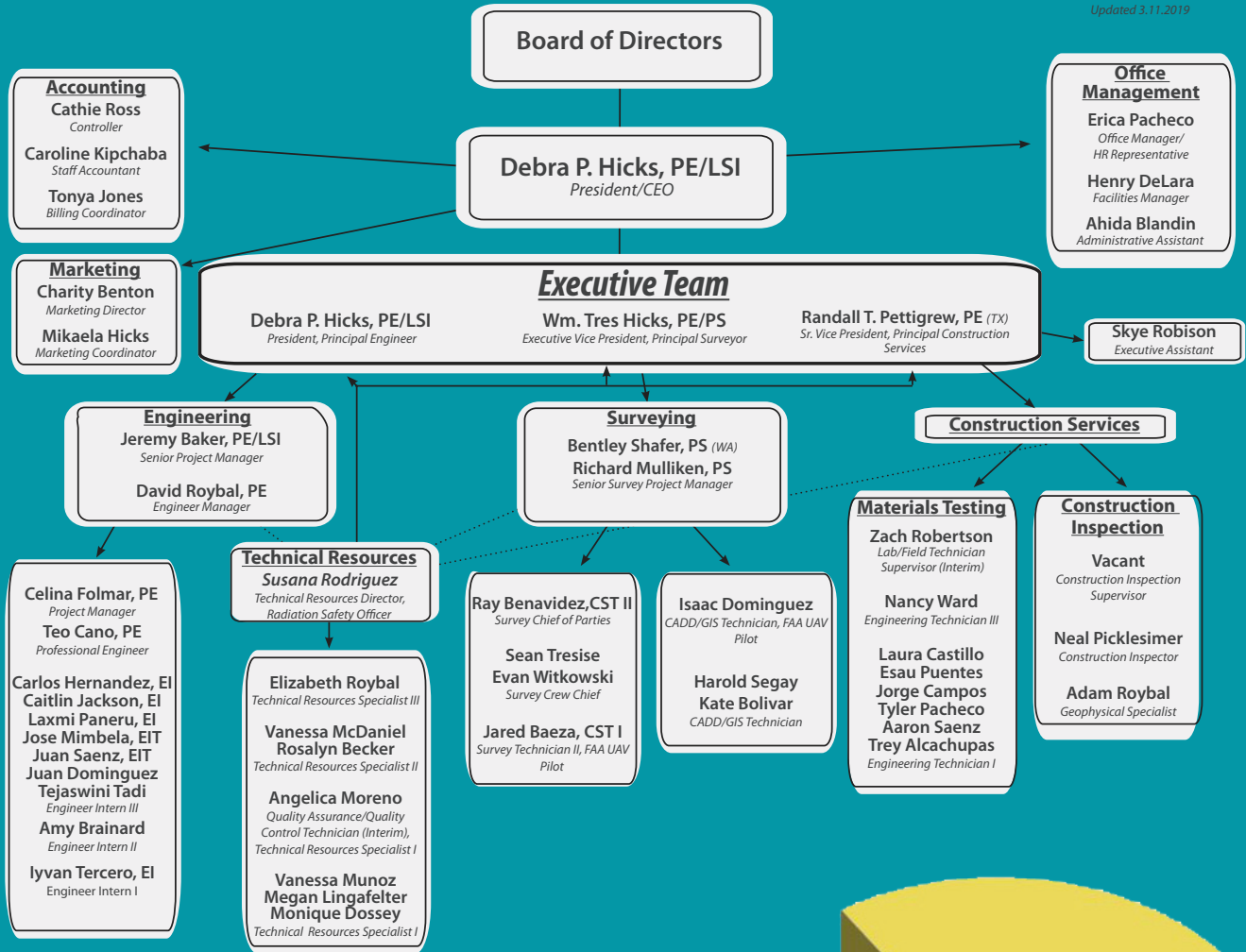
Pettigrew & Associates Creed presented in Nepali by Laxmi Paneru

हामी उद्योग सम्मान र अखंडतामा आधारीत उच्चस्तरीय
प्रविधीयुक्त र गुणस्तरीय संस्थाको स्थापना हाखिल गर्नु हो।
हामी उच्च नैतिकताका साथ काम गर्न पूर्ण रूपमा सदैव कतिबद्ध
हौं। हामी सक्ता ईमानदारिता, अढलता र व्यवसायीकतामा आधारीत
हैन।

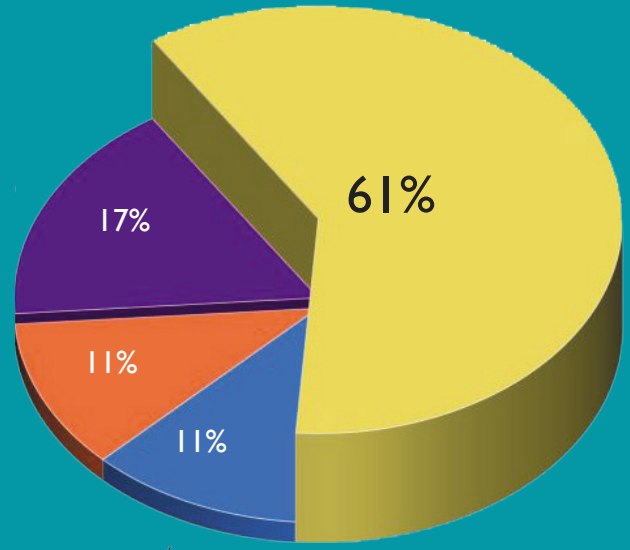
पेटिग्रीक रण्ड एशोसिएटसमा हामी हाम्रा उद्योग प्राप्तीका लागि
परस्पर सहिष्णुताका साथ सीप र ज्ञान आर्जन गर्न उर्जाशील हौं।

ORGANIZATION

Updated 3.11.2019



Baby Boomers	Generation X	Millennials	Generation Z
1946 – 1964 Generation Size: 74M	1965 – 1979 Generation Size: 66M	1980 – 1995 Generation Size: 74M	1996 – Present Generation Size: TBD, 69M+
Communication About Comp: Private	Communication About Comp: Semi-private	Communication About Comp: Public	Communication About Comp: Semi-private
Average Tenure: 15 Years	Average Tenure: 5 Years	Average Tenure: 18-24 Months	Average Tenure: TBD
Career Mindset: • Loyal • Self-driven • High Work Ethic	Career Mindset: • Pessimistic • Self-reliant • Work/Life Balance	Career Mindset: • Idealistic • Fairness & Flexibility • Work/Life Integration	Career Mindset: • Realistic • Multicultural Fluency • Technology Native
Focused on: Retirement	Focused on: Management	Focused on: Advancement	Focused on: Learning with a Purpose



Gen Z 1996- present	Baby Boomers 1946-1964	Gen X 1965-1979	Millennials (Y) 1980-1995

We're Growing!



RECRUITMENT

542

Applications/
Resumes



REVENUE PER FTE

\$162,239.03
GROSS

\$19,26.75
NET



OFFER TO ACCEPTANCE RATE

68%



26

New Hires

4

Interns



17

Departures

18%

turnover rate



7.78 years

average employee
tenure

HR supports and upholds Pettigrew & Associates' goals by fostering a positive and engaging work environment while identifying and responding to the changing needs of our organization.

HUMAN RESOURCES

NEW HIRES

Michael Nelson	Brian Tepton
Jordan Benge	Geria Shoals
Megan Lingafelter	Wes Lemke*
Neal Picklesimer	Trey Alcachupas
Vanessa McDaniel	Blake Maxey*
Vanessa Munoz	Scott Komar*
Rosalyn Becker	Alejandro Pinedo*
Adam Roybal	Jacob Isom*
Aaron Saenz	Nicholas Marez*
Elizabeth Roybal	Ilyan Tercero
Danny Williams	Sean Tresise
Monique Dossey	Richard Mulliken
Anthony Henry	Enrique Cura

Postings in 2018 included:

Educational Institutes: NMSU, Texas Tech, UTEP and NM Tech
 Hiring Agencies: Elwood Staffing
 Radio: Noalmark Broadcasting
 Newspaper: Albuquerque Journal and Hobbs News Sun
 Online: Pettigrew Corporate Website, ASCE (TX), ACIL, TSPS, TSPE, NMPS, NMSPE, NSPS, and SWE – TSPE

Job Fairs:

NMSU, Texas Tech, New Mexico Tech



RETENTION

Ray Benavidez - 19 years
 Erica Pacheco - 19 years
 Randall Pettigrew - 16 years
 Cathie Ross - 12 years
 Jeremy Baker - 11 years
 Celina Folmar - 9 years
 Henry DeLara - 7 years
 Tonya Jones - 7 years
 David Roybal - 6 years
 Nancy Ward - 6 years
 Susana Rodriguez - 5 years

Time Off – 15.52 days per employee (EIB, Holiday, Floating Holiday, Bereavement, and PTO) excludes time not paid

EIB Rate – 0.83 days per employee

Floating Holiday Rate – 2.17 days per employee

Bereavement - 0.13 days per employee

PTO – 12.39 days per employee (Includes Observed Holidays)

Health Cost Per Employee - \$11,135.27 (based on an average of 33 employees enrolled in plan in 2018; includes Employer and Employee portion)

SAFETY & TRAINING

SAFETY UPDATE

Safety policies and procedures prevent death, injuries, financial loss, and property damage, increase worker productivity, enhance service quality and promote good public relations.

Lessons learned:

Three vehicle accidents- Two not at fault, one at fault

Cracked windshields:

Two reported

OSHA average number of employees: 51

Total hours worked: 165,565

Recordables: 0

Safety training:

MSHA

Oxy Safety Training

OSHA Awareness Refresher Course

H2S Training

Site Specific Safety Trainings



TRAINING UPDATE

- AMRL Training
- ASCE - APA Joint Conference
- GPS on Benchmarks Webinar
- Civil 3D Webinars
- Ethics w/Dave Small
- Topo for DTM Generation
- Certified Survey Technician Training
- Trimble DTM/Surface Training
- SX10 Training
- Local Site Calibration Training
- Density/Moisture Gauge Training
- PEC Basic 8 Hour Safety Awareness
- MSHA 24 Hour Surface Miner Course
- MSHA 8 Hour Surface Miner Refresher
- PEC Basic 8 Hour Safety Awareness
- Site Specific Training (Oxy)
- Deltek Training (Dallas)
- OXY Orientation & Site Specific Training
- Elm Tree Training
- Geo/HEC Ras Webinar
- ESRI
- Leadership New Mexico Connect
- Stormwater Management Training
- Paving Conference
- Airport Managers Conference
- NMSU Ethics
- Earthwork 101 Webinar
- Introduction to Runoff Analysis Using Hydrographs
- Advanced Culvert Hydraulics with HEC RAS
- Vectors Training/Presentation
- Done Pilot Training
- Trimble Ground and Grid Webinar
- Trimble Point Cloud Training
- Trimble Training @ Vectors (Denver)

Continuing education hours - 787.75 hours

Training Hours In-house and off-site - 2007.75 hours

First 40 training hours - 707 hours



EMPLOYEE RECOGNITION

Employees of the Quarter are nominated by employees from any department throughout the company. While anyone can nominate, only employees with at least 6 months tenure and in good standing are eligible to be nominated. Nominees are voted on by the Executive Team. Employee of the Quarter receives \$250.00 and a 1 in 4 chance at the prestigious Employee of the Year. Employee of the Year receives a \$1000.00 cash bonus!

Q1

Angelica Moreno
Technical Resource Specialist



Q3

Evan Witkowski
Survey Crew Chief



Q2

Tonya Jones
Billing Coordinator



Q4

Ahida Blandin
Administrative Specialist



EMPLOYEE OF THE YEAR - EVAN WITKOWSKI

“Over the past three years, Evan has worked to expand his knowledge and contribution to this company, however in 2018 he truly stepped up above and beyond everything asked of him, taking on new responsibilities with excitement and enthusiasm. His motivation, thirst for knowledge and integrity embody what we strive for year round. Each of our employees nominated for quarterly and annual awards were outstanding. We are blessed to have exemplary staff throughout our organization.”



EMPLOYEE ENGAGEMENT

Years of Service Awards Employee Wellness Program Monthly Birthday Celebrations Company Athletic Opportunities Tickets to Community Events Annual Swig'n'Dig Company Picnic Halloween Costume Contest No Shave November Ugly Sweater Day Annual Thanksgiving Potluck Annual Family Christmas Celebration



MARKETING

Letter Fee Awards

2014 - 37.5%
2015 - 37.1%
2016 - 53.4%
2017 - 37.5%
2018 - 46%

QB Awards

2014 - 35%
2015 - 25%
2016 - 55%
2017 - 40%
2018 - 27%

3

**QUALIFICATIONS
BASED
PROPOSALS
AWARDED**

11

**QUALIFICATIONS
BASED
PROPOSALS
SUBMITTED**

27%
**QUALIFICATIONS
BASED PERCENT
AWARDED**

70

**LETTER FEE
PROPOSALS
AWARDED**

168

**LETTER FEE
PROPOSALS
SUBMITTED**

46%

**LETTER FEE
PERCENT
AWARDED**



QUALIFICATIONS BASED PROPOSALS

- Village of Magdalena Water Meter Replacement
- City of Artesia On-Call Architectural & Engineering
- Bureau of Reclamation Survey Services for Upper Colorado Region
- Pueblo of Santo Domingo Multi-use Trail
- City of Roswell Street Condition Survey
- USACE Fort Worth District Surveying
- Town of Lake Arthur Sewer System Installaion
- Cooperative Educational Services On Call Eng., Su., MT
- Smoky Hills Windfarm
- Eddy County Community Services

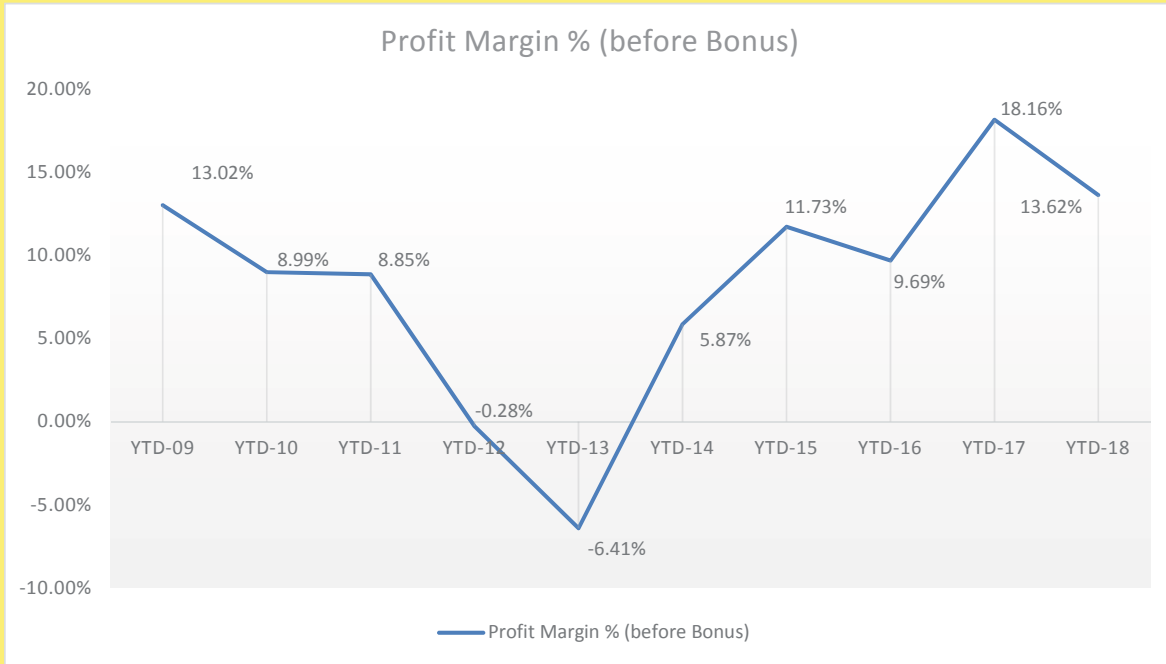


EVENTS/TRADE SHOWS 2018

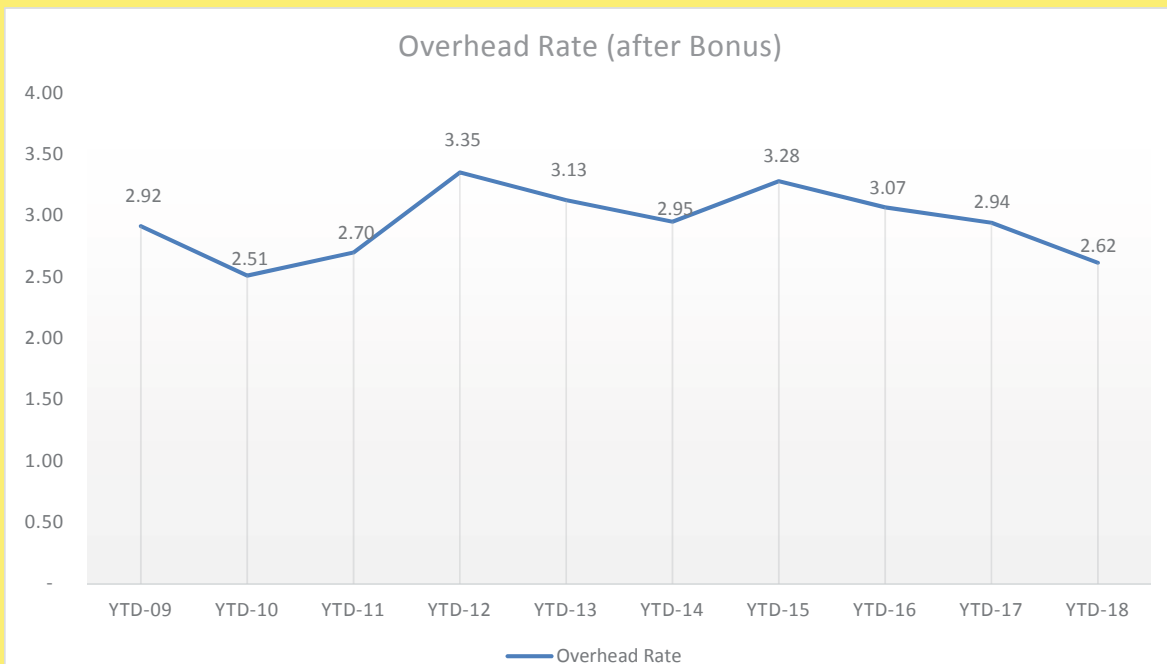
- NMDOT Paving Conference
- NMAC (New Mexico Association of Counties) Legislative Conference
- NMAC Annual Conference
- NM EnergyPlex Conference
- Progressive Agriculture Farm Safety Day
- New Mexico TransCon Conference
- Lea County Buyer/Supplier Networking Conference
- NMML (New Mexico Municipal League) Annual Conference
- NMML Finance Conferene
- NMAC Annual Conference
- Carlsbad Mayor's Oil and Gas Summit and Career Fair

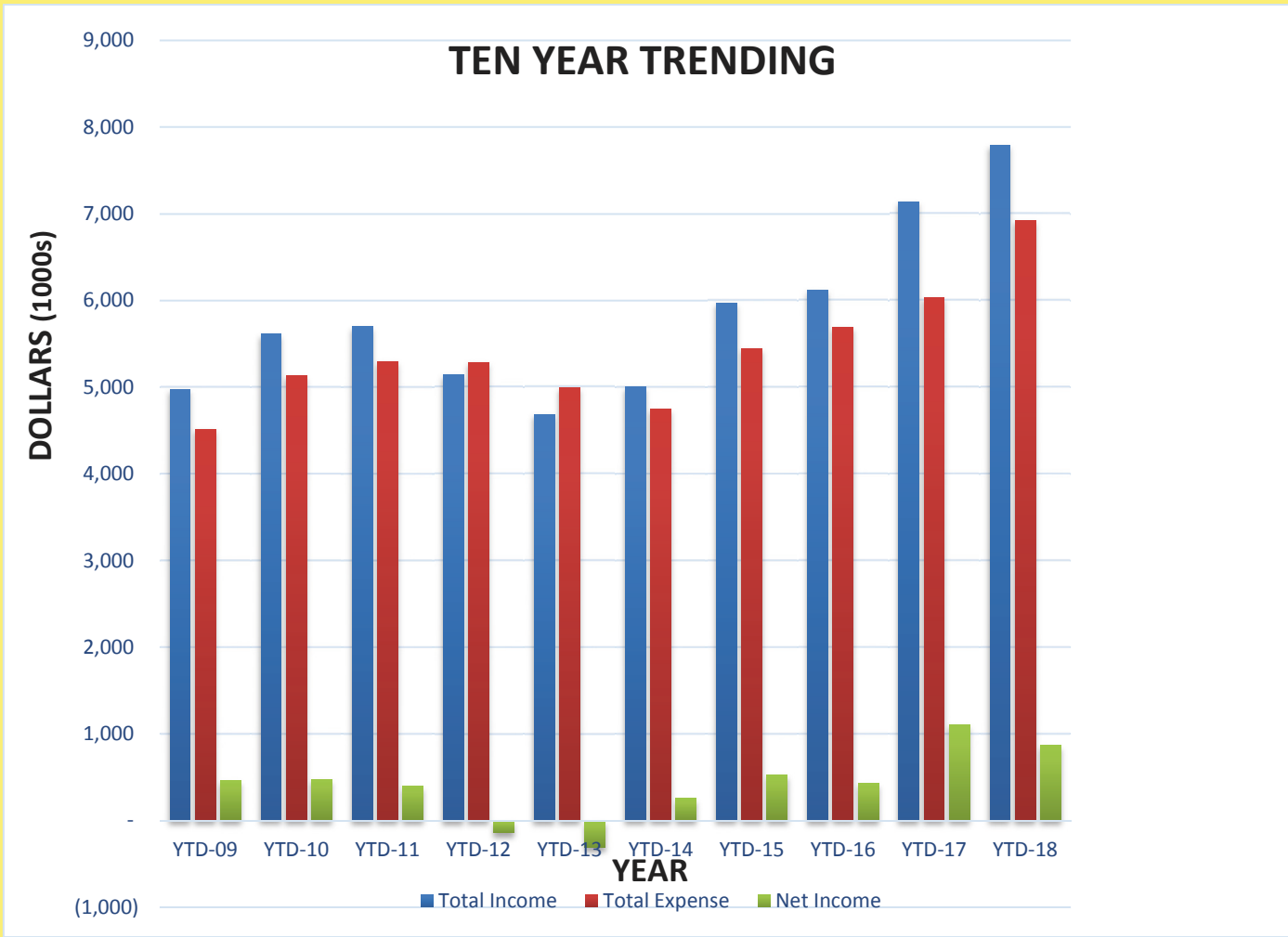


FINANCIAL

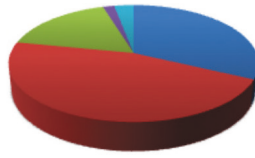


	YTD-09	YTD-10	YTD-11	YTD-12	YTD-13	YTD-14	YTD-15	YTD-16	YTD-17	YTD-18
Total Income	4,977	5,610	5,697	5,137	4,683	5,003	5,972	6,119	7,136	7,787
Total Expense	4,514	5,132	5,300	5,282	4,991	4,748	5,446	5,688	6,028	6,919
Net Income	463	478	397	(145)	(308)	255	527	431	1,108	868
Profit Margin %	9.29%	8.52%	6.98%	-2.82%	-6.58%	5.10%	8.82%	7.04%	15.53%	11.15%
Profit Margin % (before Bonus)	13.02%	8.99%	8.85%	-0.28%	-6.41%	5.87%	11.73%	9.69%	18.16%	13.62%
Profit Margin % (before Depreciation)	16.85%	13.23%	12.88%	5.31%	-1.37%	8.18%	12.43%	12.21%	19.93%	15.93%
Overhead Rate	2.92	2.51	2.70	3.35	3.13	2.95	3.28	3.07	2.94	2.62





Revenue Year-to-Date 2018 (as a Percent of Total Revenue)



- Revenue - Surveying 32.11%
- Revenue - Engineering 46.03%
- Revenue - Materials Testing 17.17%
- Revenue - Subsurface 1.76%
- Revenue - Consulting and Reimb Expenses 2.95%
- Revenue - Other -0.02%

		Dec-18
Revenue - Surveying	32.11%	2,500,569.55
Revenue - Engineering	46.03%	3,584,467.11
Revenue - Materials Testing	17.17%	1,336,946.83
Revenue - Subsurface	1.76%	136,687.63
Revenue - Consulting and Reimb Expenses	2.95%	230,097.08
Revenue - Other	-0.02%	(1,294.92)
	100.00%	7,787,473.28



“We are what we repeatedly do. Excellence then, is not an act but a habit.”

— Aristotle





**GREAT
PROJECTS**



**GIVING
BACK**

SPORTS





NEW BABIES



PARTIES



HARD WORK



PETTIGREW
& ASSOCIATES PA

ENGINEERING | SURVEYING | TESTING
DEFINING QUALITY SINCE 1965

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