



100 E. NAVAJO DRIVE
HOBBS, NM 88240
www.pettigrew.us

PROJECTS THAT MATTER

ANNUAL REPORT

2019 / 2020

A large drilling rig is mounted on a white truck. The rig is a tall, lattice-structured tower with various mechanical components. The truck has 'Atkins' and 'WD1249 US DOT 95211' written on its side. Four workers wearing hard hats and safety gear are gathered around the base of the rig. One worker is kneeling, another is standing and looking at the rig, and two others are standing nearby. The scene is outdoors in a grassy area with residential buildings in the background under a cloudy sky. The text 'TABLE OF CONTENTS' is overlaid on the right side of the image.

TABLE OF CONTENTS

Inside these pages is just a glimpse of what we do at Pettigrew & Associates. Projects that matter, community service that matters. And most importantly, employees that matter.

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WORD FROM THE CEO

Our CEO Debra Hicks was featured in the Top Women Owned Businesses edition of Albuquerque Business First 2019 Her advice - "Love What you Do."

As I reflect on 2019, I want to first thank each one of you for being an integral part of this team. I appreciate your diligence, innovation, boldness and perseverance! It is safe to say as a consulting firm based in the Permian Basin of southeastern New Mexico with a service area of more than 250 miles we must be agile! It is critical for us to attack short term prospects and keep an eye on long term growth. When our daughter Mikaela was in 8th grade she attended a career fair. There was an engineer from WIPP that talked about careers in engineering. Sometime during his presentation she told him her mom and dad were civil engineers.

At the end of the day she came home and said “Mom I finally know what you do.”

I said, “What is that?”

She said, “Mom you save lives!!!”. WOW! As I pursued the field of civil engineering, I came to know the work we do is **critical to life**, however I never looked at it from the perspective of “We Save Lives” until that day.

Our Projects Matter! Just think back on 2019 projects:

Health - Hobbs Regional Hospital, Aspen Dental, Nor Lea Radiology Expansion;

Safety - WIPP Utility Shaft Infrastructure Project, Carlsbad Fire station, Flood Study for Parkside Terrace, US 82 Sidewalk & ADA Improvement, NMDOT 285;

Education - Hobbs Career Technical Education Center CTE, NMJC McLean Hall Civil Design, Eunice Middle School and Gymnasium;

Wellbeing – Lea County Fairgrounds Improvement, Cowboy Junction, Sorrento Phase II, Blakes Lotaburger; Texas Roadhouse Lovington Hwy Hobbs, Jal Temporary Housing;

Security - Lea County Judicial Complex, Deployment Processing Center & Mobility Aerial Delivery Facility, Cannon AFB, Lea County Law Enforcement Facility Renovations, Oxy - Salt Flat 20 CTB, Malaga.

The work that we do improves lives and I hope it reflects your core values. My job as CEO is to maintain a healthy corporate culture at Pettigrew so that each individual is equipped such that they may reach their full potential and perform this good work that makes big differences in peoples’ lives.

It is my goal to leave this world better than I found it and that’s what we do here at Pettigrew & Associates, P.A. Let’s lead the way ~



Debra P. Hicks, PE/LSI
PRESIDENT & CEO



ABOUT PETTIGREW & ASSOCIATES P.A.

A woman-owned small business established in 1965, Pettigrew & Associates is a full service surveying, civil and geotechnical engineering and construction services firm located in southeastern New Mexico.



**PROUD NEW MEXICO TOP WORKPLACE
FOUR CONSECUTIVE YEARS ~
OUR PEOPLE COME FIRST...**

Our goal is to achieve a position of respect and integrity as a technologically advanced, quality oriented firm. We are wholly committed and dedicated to the highest of ethical standards. Our integrity is based upon honesty, perseverance and professionalism. We achieve these goals by devoting our energy within Pettigrew & Associates towards sharing a loving, prideful, fault-free learning environment with a genuine respect for each individual as an integral part of the whole.

EXPANDING PROFESSIONAL OFFERINGS

Engineering

In the past year our Engineering Department has developed new skills and technical competencies elevating our service to our clients. We have fostered growth in expertise for grant and funding applications, design of structural foundations and retaining walls, and FEMA flood map revisions based on 1-D hydraulic modeling. New automated processes have been implemented to reduce sheet production time, along with significant improvements in the development of 3D models for surfaces and pipe networks. Geotechnical (with support from Lab) has substantially improved report turnaround time, developed expertise in recommendations/analysis for deep foundation systems, and added GPR and Resistivity Mapping to our site logging capabilities. This along with responsive client interactions has created an increase in our client base.

Surveying

The Surveying department has grown year over year in its capabilities. We have expanded our services into a full GIS services effort with data base creation, asset management, asset mapping (real time) and more. Pettigrew's state of the art equipment allows our team to better serve our clientele with new GPR, new fixed wing and copter drones, the latest in Trimble and other data processing tools. We have developed our skills to be successful at high quality data management and depiction for our projects. We are continuing to diversify and expand. The sky is the limit - literally!



Observing the market, understanding clients' needs and diversifying to make it happen.

Becoming a full-service Construction Services firm has been a vision for Pettigrew & Associates for over a decade. From taking on new turnkey greenfield project management jobs like DCP, to expanding tests such as concrete and asphalt mix designs, it is an exciting time for all things Construction Services. Pettigrew's presence is increasing in the oil and gas sector, as you can find our red trucks on all types of projects across the Permian basin. The addition of a new Lab Manager has provided another level of insight and knowledge to our team, and Pettigrew & Associates has also gained accreditation as a USACE Validated materials testing lab. Our trained and certified team members are dedicated to providing a quality service to our clients.

Construction Services

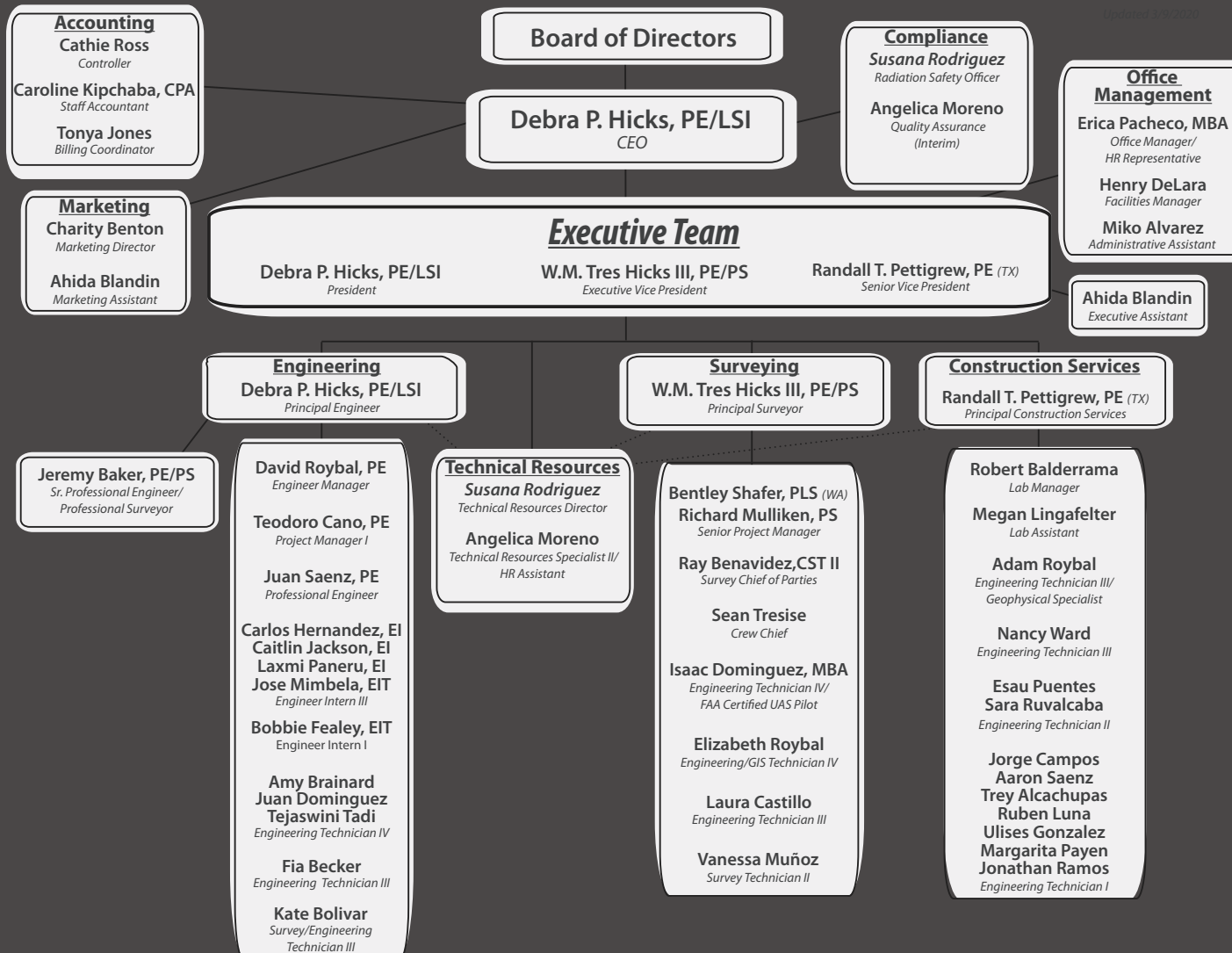
It has been an exciting year for GIS. We've built maps and web apps to better distribute up to date client data privately and for on-site and sharable accessibility. We've created attribute driven, location based datasets customized to our clients' needs and we've expanded training depth within the department. We've also deployed mobile-phone data collection with our web apps and maps for doing walk throughs or inspections in the field with clients to free up surveyors and still capture locational data that can be instantly transmitted back to the office or to clients.

GIS/Mapping

OUR PEOPLE

With a strong commitment to respect and care for every individual, we evaluate strengths and cross-train across departments accordingly. Our goal is to equip and support each person such that they are able to reach their full potential while working in a positive and challenging environment.

ORG CHART



HUMAN RESOURCES REPORT

New Hires

Andre Foster	Ulises Gonzalez
Caroline Kipchaba	Robert Balderrama
Chidubem Fokam	Margarita Payen
Sara Ruvalcaba	Susie Flores
Bobbie Fealy	Scott Komar
Ruben Luna	

Time Off - 19.38 days per employee
(EIB, Holiday, Floating Holiday, Bereavement, and PTO) excludes time not paid

EIB Rate -	1.12 days per employee
Holiday Rate -	.75 days per employee
Floating -	2.23 days per employee
Bereavement -	0.12 days per employee
PTO -	15.17 days per employee (Includes Observed Holidays)

Revenue per FTE

Gross: \$191,800.15
Net: \$5,784.83

Turnover Rate - 16 %

Admin - 10%
Crew Chief - 10%
GIS/CADD Technician - 20%
Technical Resource Specialist - 10%
Construction Inspection - 50%

Average employee tenure 7.36 years

Health cost per employee - \$12,955.70 (based on an average of 36 employees enrolled in plan in 2019; includes Employer and Employee portion)

HR Mission Statement

It is the mission of the human resources department to provide effective human resource management by developing and implementing policies, programs and services to support and uphold Pettigrew & Associates, P.A.'s goals by fostering a positive and engaging environment while properly balancing the needs of the employees and the organization.

HR Vision

Pettigrew & Associates, P.A. Human Resources will strive to serve as a steward for excellence and leadership through: Organizational Effectiveness, Innovative HR Solutions, Recruitment, Retention, and Enrichment

HIRING, RECRUITING, RETENTION

We held approximately 30 interviews and filled 11 positions including Lab Manager (1), Engineer Intern (1), Lab / Field Technician (5), Engineering Technician (1), Staff Accountant (1), Executive Assistant (1) and Administrative Assistant (1).

Cost per hire – \$2,239.82 per FT Hire

HR received a little over 224 applications and resumes. Offer to Acceptance Ratio - 64%
Job Fairs: NMSU, Texas Tech, New Mexico Tech

Ray Benavidez - 20 years

Erica Pacheco - 20 years

Randall Pettigrew- 17 years

Cathie Ross - 13 years

Jeremy Baker - 12 years

Henry DeLara - 8 years

Tonya Jones - 8 years

David Roybal – 7 years

Nancy Ward – 7 years

Susana Rodriguez – 6 years

Charity Benton – 5 years

Teo Cano – 5 years

Caitlin Jackson – 5 years

SAFETY & TRAINING REPORT

Safety isn't expensive, its priceless.

OSHA

Average number of employees	52
Total hours worked	117,065
Number of incidents	0

Fleet

Accidents Reported	5
Incidents	1
Reported to Insurance	2

Call in Complaints 1
Pettigrew vehicle was passing driver in a curve in a no passing zone on 128

Reason for Accident

Distracted driving, cell phone use
Unaware of surroundings
Following too closely
Not allowing safe driving distance while in motion
Speeding and reckless driving

Training

Continuing Education	1,511.00 hours
First 40 Training	565.50 hours
All Other Training	3127.75 hours

WHERE WE LEARN

8x8 Training
ACEC Annual Conference
ACI Annual Conference
ACI Aggregate Testing Technician – Level I
ACI Concrete Field and Laboratory Certification Training
ACI Concrete Strength Testing Technician
Albuquerque Business Journal Women’s Fall Summit
Annual PEC Safety Training
APNGA Certification
ASCE International Conference on Transportation and
Development
AWCI Exterior Insulation and Finish Systems
BNSF E Rail Safety
BSNF Contractor Training
Conoco Phillips Site Specific Training
Cybersecurity Awareness
Deltek Insight Training
Drilled Inspection Shaft Training
EDCLC EnergyPlex Conference
Exxon Mobil Pipeline Company Contractor Safety
Orientation
ExxonMobil Pipeline Company Life Saving Rules Training
First Aid/CPR Training
Fluence Wastewater Treatment Training
Gradiance Training
H2S Training and Certification

HEC-RAS 2D Training
InDesign Training
Leadership New Mexico
Mine Safety & Health Administration (MSHA 24-hour &
8-hour)
Mosaic Site Specific Training
MSHA Above and Below Ground Training
New Mexico Association of Counties Conferences
New Mexico Municipal League Conferences
NMML Finance Conference
NMOGA Annual Conference
NMPS Annual Surveyors Conference
NMSU Trans/Con
NMSU Quality Concrete School
Oxy Site Specific Training
Society of Marketing Professional Services (SMPS) Southwest
Regional Conference
Technical Technician Certification Program (TTCP) Nuclear
TLPA Training
Trimble Business Center Power Hour - Cutting Planes
TTCP Certification for Aggregate Laboratory Technician
TTCP Certification for Hot-Mix Asphalt Material
TTCP Certification for Soil Laboratory Technician
UNM Paving Conference
Vantage Point Training
Vectors Survey Training
Waste Control Specialists (WCS) Site Specific Training

EMPLOYEE ENGAGEMENT



WORK HARD. HAVE FUN.
MAKE A **DIFFERENCE...**

Two men in polo attire are standing on a golf course. The man on the left is wearing a blue polo shirt and a white cap. The man on the right is wearing a dark polo shirt with a logo, a grey cap, and sunglasses. They are both smiling. The background shows a green golf course with trees and a building in the distance.

FUN IS MANDATORY

Here is just a sampling of the fun stuff we did in 2019!

OFFICE FUN

- Anniversary Celebration
- Baby Showers
- Birthday Celebrations
- Book Club
- CORE Sports
- Easter Bunny Visit
- Employee Appreciation Week
- Family Day at the Lea County Fair
- Fitness Challenges
- Halloween Party and Costume Contest
- Parades
- Shooting Sports Events
- Top Workplaces Celebration
- Ugly Sweater Day

PHILANTHROPIC FUN

- Explorer Program
- Lovington STEAM Night
- Systems Career Days in Local Schools
- Explorer Program
- Girls Rock
- Lovington STEAM Night
- No Shave November
- Paint the County Pink
- Pet Food Drive
- PI Day
- Progressive Agriculture Farm Safety
- SystemsGO
- TTU TSPE
- United Way Coat and Heater Drive

EMPLOYEE RECOGNITION

Q1

**Isaac
Dominguez**



Q2

**Adam
Roybal**



Employee of the Year





EMPLOYEES COME **FIRST** AT
PETTIGREW & ASSOCIATES

ar - Isaac Dominguez



Q3

Sean
Tresise



Q4

Cathie
Ross

MARKETING REPORT

PROPOSAL & PROJECT INFO

LETTER FEE PROPOSALS

SUBMITTED 386 (LAST YEAR 168 SUBMITTED)

AWARDED 133

PERCENTAGE AWARDED

2019	34.5%
2018	46.0%
2017	37.5%
2016	53.4%
2015	37.1%
2014	37.5%

QUALIFICATIONS BASED PROPOSALS

SUBMITTED 11

AWARDED 5

PERCENTAGE AWARDED

2019	45%
2018	27%
2017	40%
2016	55%
2015	25%
2014	35%

2019 NEW PROJECTS - 380

2019 NEW CLIENTS - 133



TRADE SHOWS/BOOTHS

UNM PAVING CONFERENCE
NMAC LEGISLATIVE & ANNUAL CONFERENCE
NM ENERGY PLEX CONFERENCE
PROGRESSIVE AGRICULTURE FARM SAFETY DAY
NMSU TRANS CON
NMML INFRASTRUCTURE & FINANCE CONFERENCE
NMML ANNUAL CONFERENCE
SMPS SOUTHWESTERN REGIONAL CONFERENCE

COMMUNITY SERVICE HOURS -2123

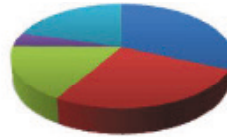
2019 and BEYOND

In 2019, we made a conscious decision to make a market adjustment by adding construction management and focused UAS deliverables to our services. This second deliverable is attributable to you - our innovative, technologically savvy employees! Our goal - to increase our market share, market reach, and market sustainability. This would aid us in positioning this firm for what we knew would be an inevitable market change in our region (the Permian Basin). In addition, we began meeting with various strategic partners in September with specific NMDOT pursuits on our radar. We are now pursuing an NMDOT project specifically for Construction Management/Augmentation Services as a joint venture with one of our strategic partners as well as NMDOT 31/128 which will be an alternative project delivery.

Through diligent efforts of our administrative team we are now a certified federal Woman Owned Small Business WOSB as set forth in 13 C.F.R. part 127. Again purposeful as we pursue projects for the Corps of Engineers, Bureau of Land Management, etc.

We focused on cross training individual field personnel to provide inspection, materials testing and construction survey in an effort to increase efficiency and reduce client cost. We will continue to grow and diversify to meet industry and economic demands and we have the competent staff to do it. The future is bright at Pettigrew & Associates!

Revenue Year-to-Date 2019 (as a Percent of Total Revenue)



- Revenue - Surveying 31.70%
- Revenue - Engineering 26.63%
- Revenue - Materials Testing 16.89%
- Revenue - Subsurface 4.46%
- Revenue - Consulting and Reimb Expenses 20.26%
- Revenue - Other 0.05%

2019 Revenue

\$9,696,945.73

New Mexico Revenue

\$9,206,407.43

Non-New Mexico Revenue

\$490,583.30



CLIENT FEEDBACK

HAPPY EMPLOYEES
HAPPY CLIENTS



Michael Nettles
OXY USA

All should be very proud of what we have accomplished, although we are not completed yet we are well on our way to a successful project. . Watson and Pettigrew, hands down the Best contractors I have worked with in my young oilfield career.



Silverline Construction
(XTO Project)

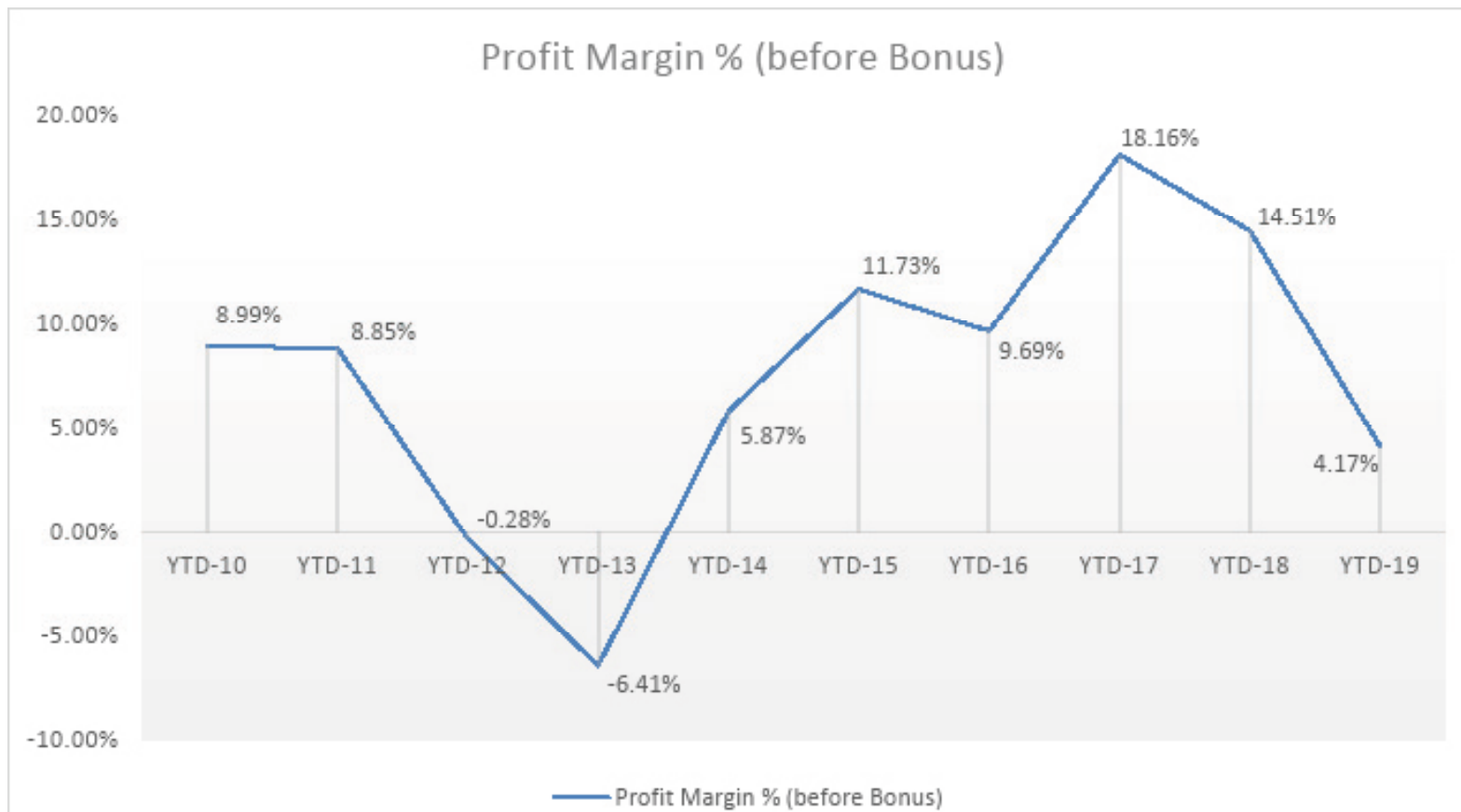
Your techs are doing a great job, really know their stuff and we are super impressed. Please let their manager know they are top notch! (Esau & Ruben 11.21.19)

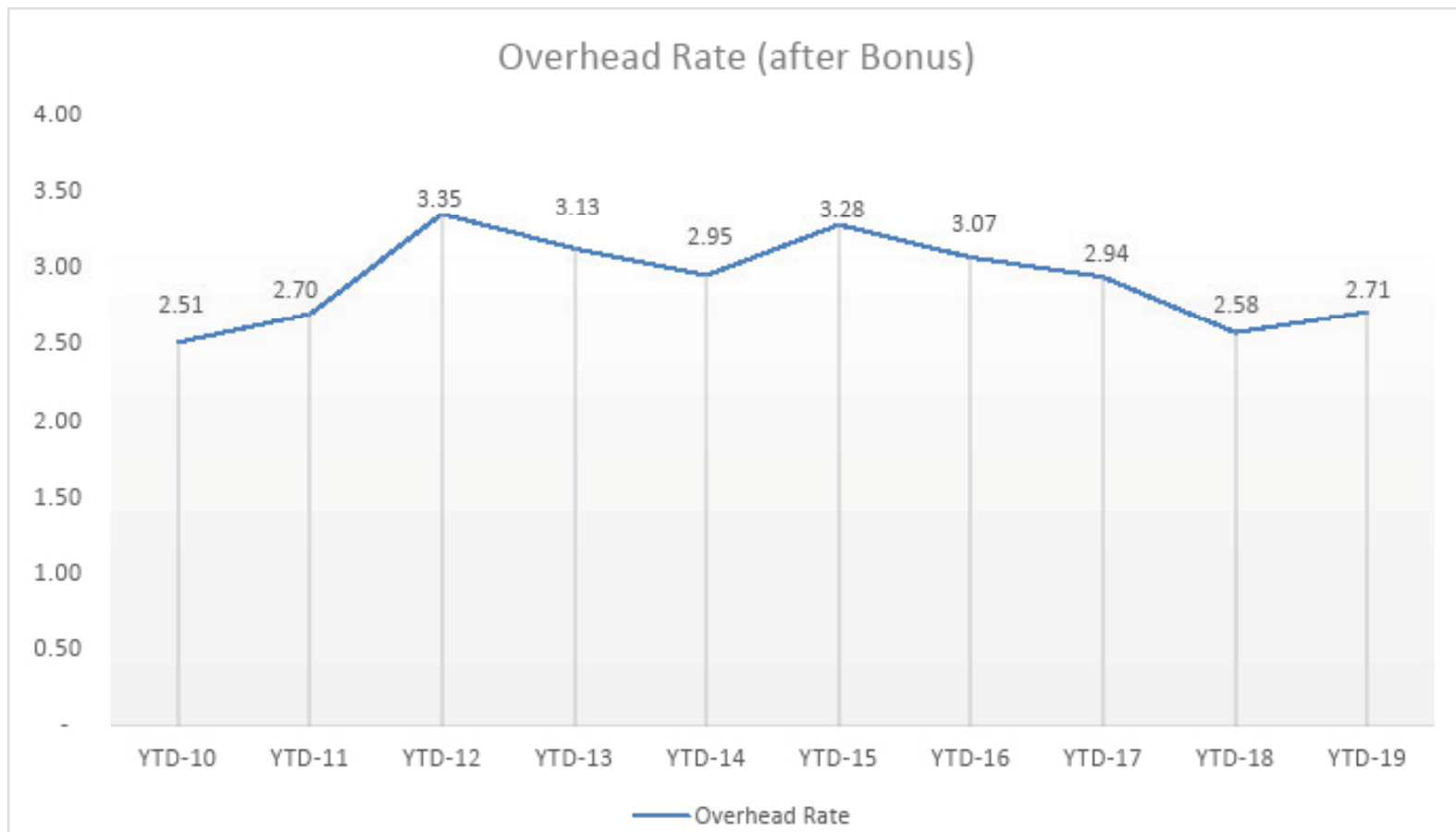


Maverick Engineering
(Hilton Project)

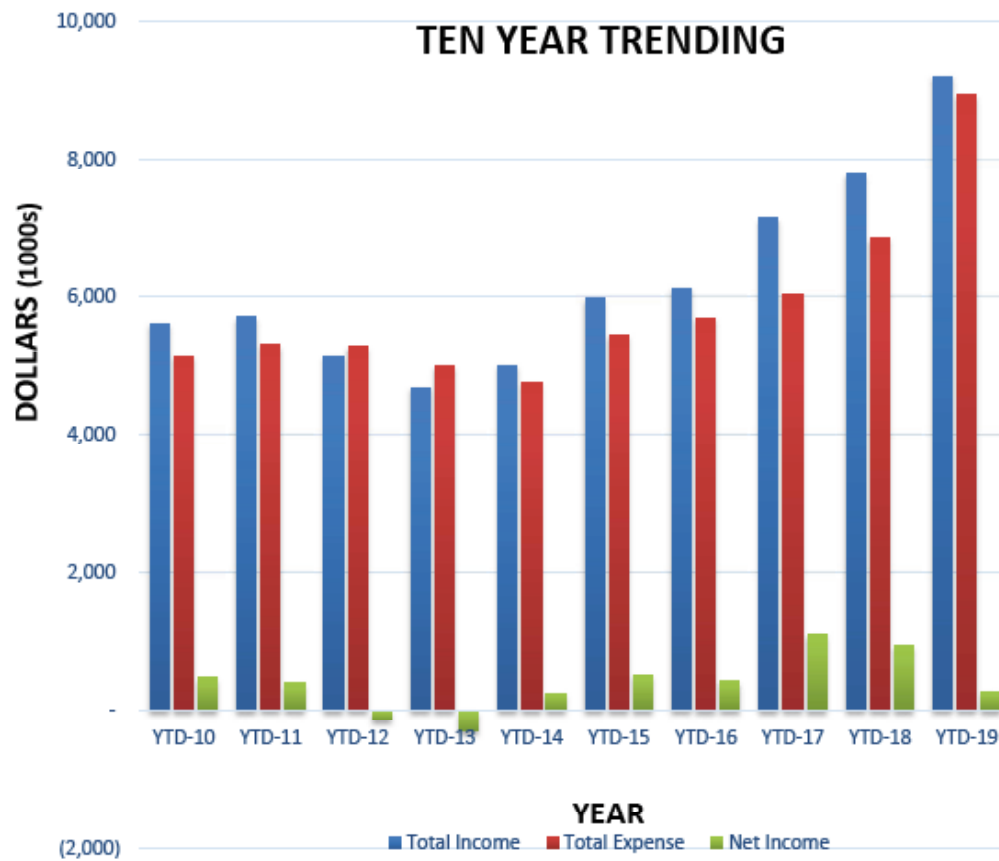
Very excited about the job your team did on this project They were really focused on safety. Will work with them again!

FINANCIAL STRENGTH 2019





FINANCIAL STRENGTH 2019





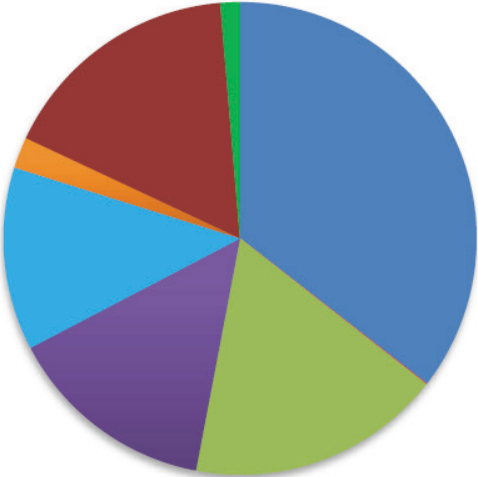
Operating Expenses Year-to-Date 2019 (as a Percent of Revenue)



- Reimbursable Expenses 28.21%
- Direct Labor 18.52%
- Administrative Labor 17.70%
- Payroll Benefits 2.67%
- Other Benefits 8.23%
- Office Expenses 8.37%
- Legal and Financial Expenses 7.59%
- Automobile Expenses 4.66%

FINANCIAL STRENGTH 2019

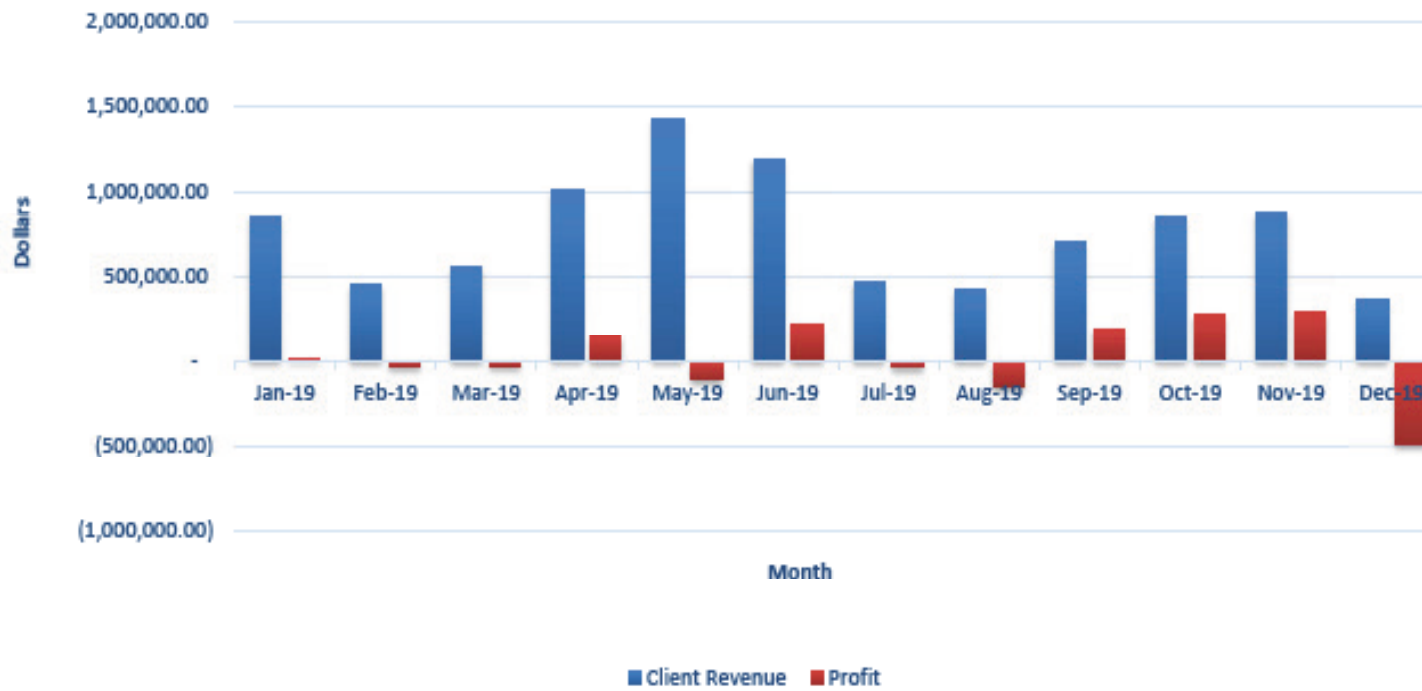
Revenue 2019 by Client Type



- Commercial Companies & Entities
- Federal Government
- General or Speciality Contractors
- Local Government
- Manufacturing/Industrial Entities
- Other
- Other Design Professional
- Real Estate Developer



12 Month Trending Performance Report



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