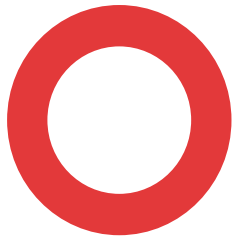


2021
ANNUAL
REPORT

Engineering *Better* Communities





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From the CEO

2021 - Review

Some call these last two years unparalleled unraveling. Others just call it the Pandemic. Change is a constant force in business.

Working together, we were able to provide uninterrupted quality service to our clients despite considerable challenges -- not the least of which were ongoing disruptions on our own work and home lives, as well as that of our clients. Each one of you have been impactful to the communities and clients we serve.

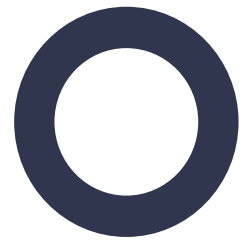
While it is true the past two years have brought enough challenges, changes and obstacles for a lifetime, what we call it is less meaningful than the lessons we choose to learn. Pettigrew & Associates' success is only possible when employees trust and engage fully in the company.

Looking forward to 2022!



President & CEO
Debra P. Hicks, PE/LSI
Principal Engineer

About Pettigrew & Associates



For more than 50 years Pettigrew & Associates, P.A. (P&A), a Woman Owned Small Business Enterprise (WOSB & WBE) Certification No. 232933, has been a leader in fully integrated civil and geotechnical engineering, surveying and construction services, serving New Mexico, Texas, Kansas, Oklahoma, and other states. Pettigrew & Associates understands the dynamic environment of construction projects. Our diverse technical staff has in-depth knowledge of design, construction materials and construction methods enabling us to provide a comprehensive perspective on projects. Our people make the difference.



Mission

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.



**TOP
WORK
PLACES**
2016-2020

AlbuquerqueJournal



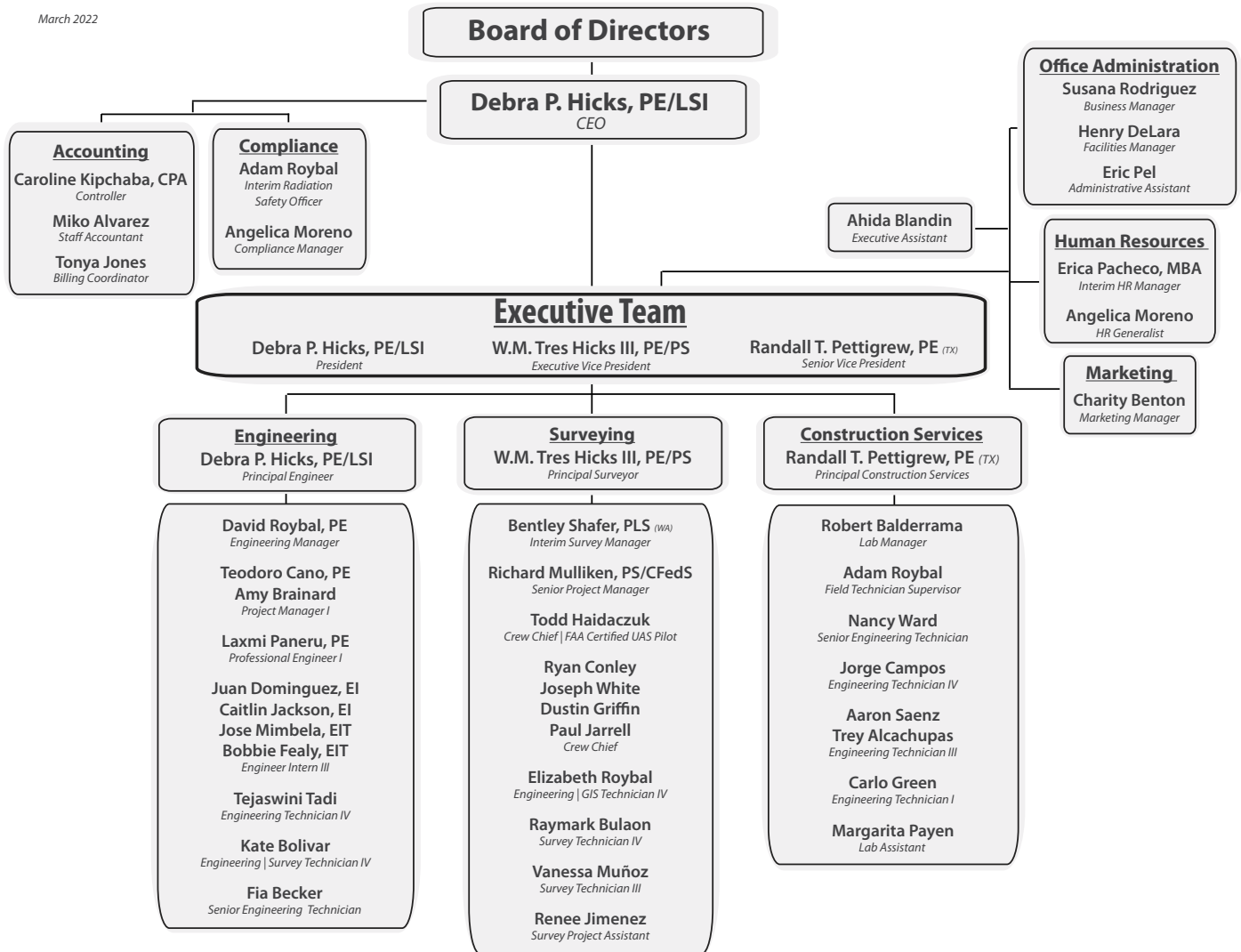


Organization

The primary key to a successful project is the commitment, experience, and qualifications of the individual team members who actually do the work.

“Success is not final; failure is not fatal: it is the courage to continue that counts.”

March 2022





A Quick Look Back



Engineering

The past 1-2 years, our Engineering department had expanded to include projects in Arizona via a returning client. Engineering completed design and construction oversight on landmark projects for the Hobbs/Lea County area including HCTE, Covenant, and LCJC. We have also completed engineering on two NMDOT projects and over 7 traffic studies. The engineering department has also performed numerous special inspections as well as helical pile design/inspections. Geotechnical (with support from Lab) has continued to provide expedient service and created strong client bonds leading to projects outside of our typical service area.

Surveying

The Survey Department has been strained in the past year, and just when we thought normalcy was on the horizon, new, more contagious COVID variants appeared affecting nearly everyone through contraction or direct contact. New and promising staff members joined the department, bringing us back to almost full staffing levels. Our team is gelling well and we are blessed to have a very strong project demand outlook.

We are working on several new and exciting projects -USDA Forest Service, new projects with Oxy, a large water line project in Clovis and recently signed a contract to provide on-call surveying in Taos County. WIPP Exhaust Shaft #5 is ramping back up and going vertical with the 200' tall head frame above the shaft. WIPP Air Intake shaft is winding down. This unique project consists of a 75' high, nearly 200' long 14' diameter air ducting system that will eventually bring air into the mines below and exit through Shaft #5. This has been a unique project for our staff. We will also be starting a campus wide As-Built/Topo of the NMJC. We also worked at Los Alamos Nuclear Lab construction a High Explosive Storage Building.



Construction Services

Materials testing has gained a wealth of knowledge and experience in the last year through various types of jobs. The Department has covered jobs ranging from geotechnical drilling, resistivity testing, masonry and concrete testing, hot mix testing, NMDOT work, and overseeing construction of booster pads including Oxy and DCP. The lab has supported engineering in the field performing geotechnical drills and performing various tests on the field samples. Technicians have performed a variety of concrete and soil testing on Pettigrew's larger projects such as Covenant Hobbs Hospital, FLETC dormitories and Targa Legacy. The turn-around in the lab has had its fair share of ups and downs. However, the goal remains the same; always keep learning and do better next time.

Project Highlights



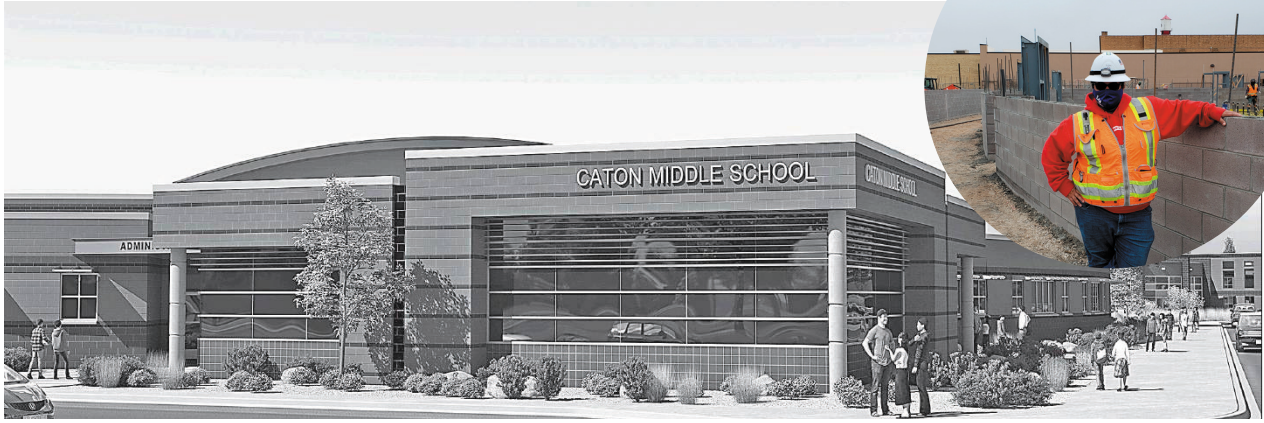
CAREER AND TECHNICAL EDUCATION CENTER HOBBS MUNICIPAL SCHOOLS

Special inspections, and materials testing through CES, including concrete, densities, grout, mortar, steel and rebar inspections, geotechnical investigation; site, demo, utility and grading plan; utility coordination; QA review; FEMA submittal, correspondence and supporting documentation; topographic and boundary surveys; and permitting



COVENANT HEALTH HOBBS HOSPITAL HOBBS, NM

Geotechnical, civil site design, surveying, special inspection services including rebar inspection, masonry inspection, SWPPP and a very large scope of materials testing



CATON MIDDLE SCHOOL

EUNICE, NM

Surveying, special inspections, materials testing



FLETC DORMITORY AND MONUMENT

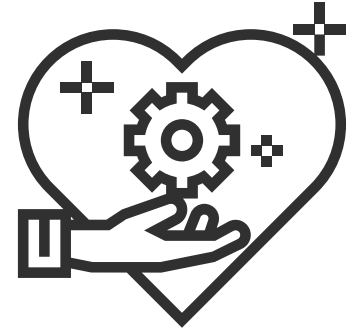
ARTESIA, NM

Soil testing and inspection, bolt tightness inspections, geotechnical inspections, concrete special inspection and testing, SWPPP inspection



**USDA FOREST SERVICE
(LEFT)**

**CANNON AIR FORCE
BASE (RIGHT)**



CLIENT FEEDBACK

A small sample of the positive feedback we received in 2021.



The Village of Ruidoso gave a shout out to the survey department for timely and responsive review of subdivision plats.



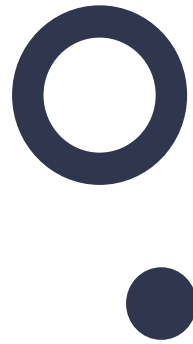
Holly Frontier sent compliments to Amy, Teo and Laxmi for excellent work on a recent project.



Delta Constructors (Conoco Project) sent a shout out to the office and field staff working on this project and stated they look forward to working with Pettigrew again.



A satisfied customer is the
BEST
business strategy of all .



The superintendent for the Hobbs Municipal Schools CTE project sent a shout out to Bobbie Fealy for her work on the project. He was very impressed and enjoyed working with her.



NMDOT sent compliments to Jose Mimbela and Laxmi Paneru for their work on the Carlsbad UHaul project.



“And I appreciate the work and patience Mesa Verde put in on this road, along with Pettigrew’s Inspector (Adam Roybal).

This was not an easy road and with the weather challenges I’m happy with the outcome. After the clean up and traffic gets going on it I expect it will hold up just fine.

Thanks again to all involved!!”

Giving Back



● Community Service
991.25 hours



We rise by
LIFTING
others.

My name is Leticia Geda Ruiz, I am the 2021 recipient of the Support Staff of the year for NMJC! I am very thankful for your very generous donation for our award. I have been at NMJC for 3 years and the award was a surprise! Please know that Pettigrew Associates have made my year of hard work a memorable one. Thank you so much!
- Leticia Geda Ruiz



● **Sponsorships & Contributions**

- ATK Lea County
- Class Act Carlsbad
- Colorado Mesa University Soccer
- Cowboys for Cancer
- Eagle Trust Foundation
- Eunice Rotary
- Eunice Youth Baseball League
- First United Methodist Church
- High Mountain Youth Project
- Hobbs Chamber of Commerce
- Hobbs High School (various clubs, sports and organizations)
- Hobbs Police Department
- Jr. Patriot Rodeo Contestant
- Lea County Commission for the Arts
- Lea County Fair and Rodeo
- Lea County Junior Livestock
- Lea County Museum
- Leadership New Mexico
- Lovington High School Science Fair
- Lovington Mainstreet
- MyPower Inc
- National Suicide Prevention
- New Mexico Counties
- NMJC Foundation
- NMPS
- NMSU Progressive Agriculture Farm Safety
- One Love Worldwide
- Palmer Drug Abuse Program
- Prostate Cancer Research
- Rainbow Trail Lutheran Camp
- Sacramento Camp
- The First Tee
- United Way of Lea County
- USW Foundation
- Weekend Hunger Initiative
- Western Heritage Museum

Thank you for supporting the Science fair. Your generosity is very much appreciated.

Sincerely,

Lukas Boranda



Employee Recognition & Engagement



● **Employee of the Year**
Jorge Campos



Jorge is a pillar of stability and always dependable. His attitude is always positive and he always puts 100% into everything he does.

~ nominating employee

● **Employees of the Quarter**



Bobbie Fealy



Trey Alcahupas



Juan Dominguez





● Employee Engagement

- Birthday & Anniversary Celebrations
- Departmental Halloween Costume Contest
- Diaper Sprinkles
- Employee Appreciation Events
- Employee Wellness Program
- Family Christmas Party with Santa
- Graduation Celebrations
- Mother's Day & Father's Day Celebrations
- Service Awards
- Shooting Sports Events
- Study Baskets
- Thanksgiving | Employee Picnic
- The Post It - Weekly Newsletter
- Tickets to Community Events

Human Resources

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.

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.

Performance Ranges*

	UNACCEPTABLE	BELOW STANDARD	MEETS STANDARD	ABOVE STANDARD	EXCELLENT
Staff	32 - 60	61 - 88	89 - 116	117 - 144	145 AND UP
30	0	0	14	15	1
Mgmt	39 - 70	71 - 102	103 - 134	135 - 166	167 AND UP
9	0	0	1	7	1

*ranges are based on average of employee and evaluator



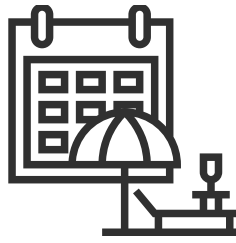
New Hires

Eric Pel, Xavier Villarreal (summer), Timothy Proffer, Carlo Green, Jonathan Holocker, Ryan Conley, Paul Jarrell, Dustin Griffin, Raymark Bulaon



Employee Tenure

Average employee tenure 7.12 years
32% of our employees celebrated at least 5 years of service



Health cost per employee
\$10,710.40
 (based on an average of 36 employees enrolled in plan in 2021; includes Employer and Employee portion)

Turnover Rate – 16 %
 Accounting 10%
 Crew Chief 30%
 Engineer Intern 10%
 Lab Tech 20%
 Professional Engineer/Surveyor 20%
 Survey Technician 10%

Time Off – 27.97 days per employee
 (EIB, Holiday, Floating Holiday, Bereavement, and PTO) excludes time not paid
 EIB Rate – 1.33 days per employee
 Holiday Rate – .00 days per employee
 Floating – 2.72 days per employee
 Bereavement - 0.00 days per employee
 PTO – 20.11 days per employee (Includes Observed Holidays)

We held approximately 11 interviews and filled 9 positions including Crew Chiefs (4), Lab / Field Technician (2), CADD/GIS Technician (1), Administrative Assistant (1), and Student Intern (1).

HR received a little over 60 applications and resumes. Offer to Acceptance Ratio - 64%

Job Fairs: Canceled in 2021 due to Covid restrictions



Cost per full time hire - \$5,498.03
 Revenue per FTE Gross
 \$100,975.28
 Revenue per FTE Net \$2834.31

Safety & Training

It is the ultimate goal of Pettigrew & Associates to provide a healthy and safe work environment for the protection of our most vital resources - our employees and contractors. Our core belief is that all injuries are preventable. Accordingly, each Pettigrew employee and contractor share the responsibility and accountability for safety.



OSHA

Average # of Employees: 47

Total Hours worked: 108,380

Worker's Comp EMR: 0.89

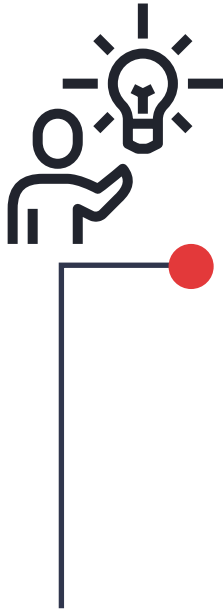
Fleet Accidents : 5

Near Misses: 2 Reported

● COVID Lost Hours

2020 - 3777 hours

2021 - 1676 hours



WHERE WE LEARN

10 Tips for Winning Federal Business

ACI Training and Exams

Adobe InDesign Training

Aflac Lunch & Learn

AMRL Training

Cannibus Regulation Training

CDC Lunch and Learn

CFedS Refresher Training

Confidentiality Training

Covid Updates/Training Sessions

Cyber Security Training

DCP Site Specific Training

Deltak Insight Conference

E-RAIL Safety Training

ESRI Training

FAA Classes/Practice Tests

From Project Engineer to Project Manager Webinar

H2S New and Refresher Training

HEC-RAS Map/Raster Training

Honest Dialogue w/ Dave Small

MSHA Training

OXY Site Specific Training

PEC Safety Training

Radiation Training

SHRM Annual Conference

SMPS Southwest Regional Conference

StambaughNess Webinar

New Mexico Survey Conference

TBC Power Hour

TCCP Training

Team Building @ Country Club

United Way Lunch and Learn

Vision/Vantagepoint Training

Women Entrepreneurs We Mean Business Conference



TRAINING

Continuing Education - 289 Hours

First 40 - 361.75 Hours

In-House Peer Training - 2107.75
hours

Professional Activities 87.75 hours



Marketing



QUALIFICATIONS BASED PROPOSALS

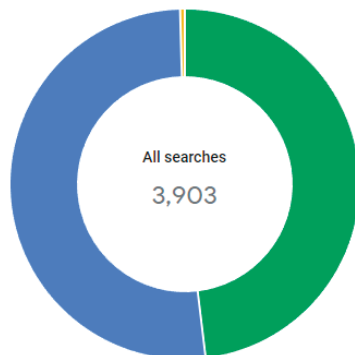
- City of Eunice Water, Wastewater, Water Rights On-Call*
- Town of Pecos City, TX On-Call Surveying
- Lincoln County On-Call Engineering
- CES Construction Management On-Call*
- Taos County On-Call Surveying *
- Cannon AFB Geotech/Testing*
- NMDOT HWY 31-128 Improvements*
- USDA Forest Service SW Region On-Call Sole Source Surveying*
- Worley RFP 418005-0472 Surveying*

*7 of 9 Awarded 77% (NMDOT Shortlist)

How customers search for your business



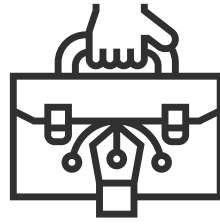
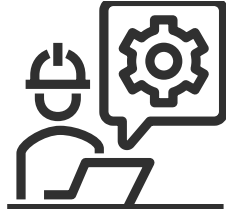
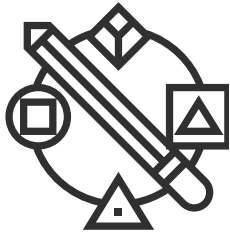
1 quarter ▾



- Direct**
 People who find your Business Profile searching for your business name or address
- Discovery**
 People who find your Business Profile searching for a category, product, or service
- Branded**
 Customers who find your listing searching for a brand related to your business

Website interaction is up 34% from last year. Google presents data in quarters. We received 38 requests for service through our “Contact Us” page on www.pettigrew.us in 2021 - up from 11 in 2020.

Covid surveys taken on our website - 11,204



Trade Shows/Booths attended by Marketing

Progressive Agriculture Farm Safety Day
SMPS Southwestern Regional Conference
(Covid restrictions forced most 2020 and 2021 events to be canceled)

Qualifications Based Percentage by Year

2021	77%
2020	45.5%
2021	45%
2018	27%
2017	40%
2016	55%
2015	25%
2014	35%

Letter Fee Proposals Percentage by Year

2021	52.2%
2020	34%
2019	34.5%
2018	46%
2017	37.5%
2016	53.4%
2015	37.1%
2014	37.5%

93 New Clients

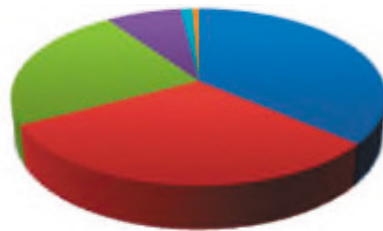


LETTER FEE PROPOSALS

339 Submitted
177 Awarded
260 New Projects
(assigned a new number in 2021)

Financial Strength

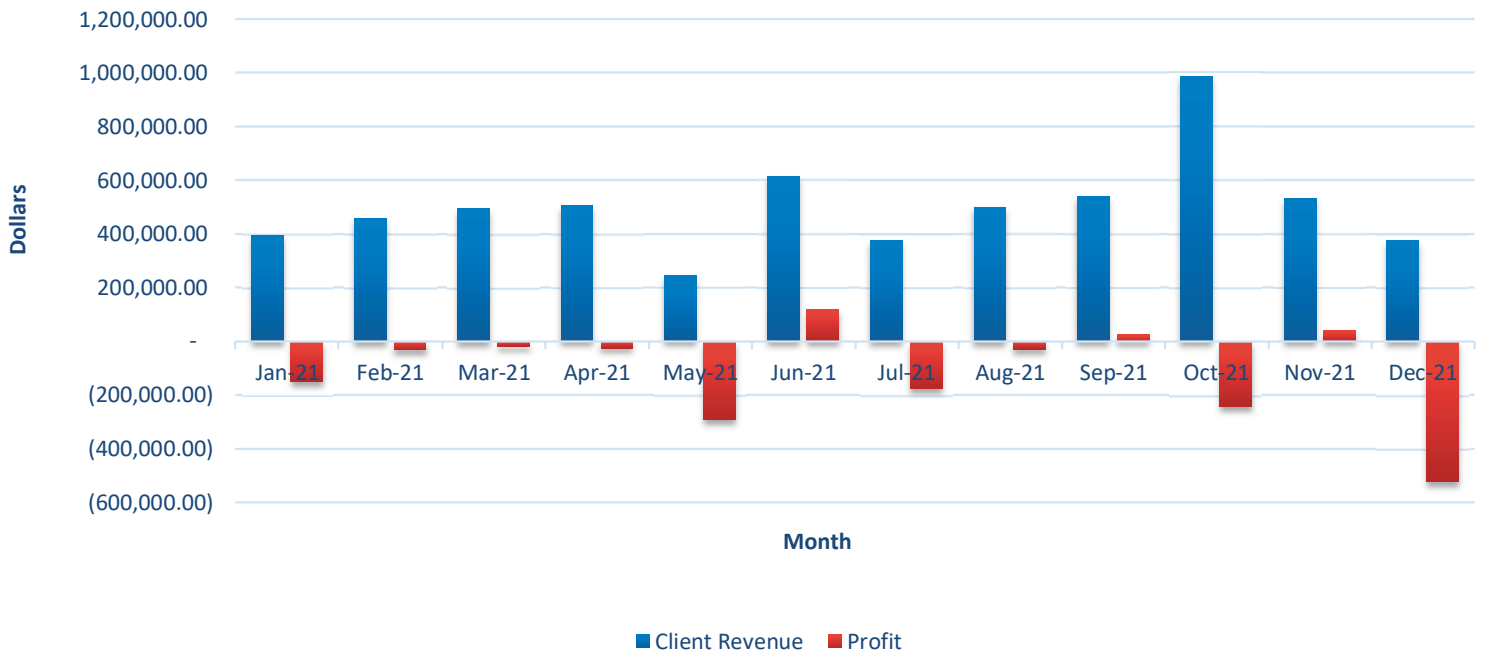
Revenue Year-to-Date 2021 (as a Percent of Total Revenue)



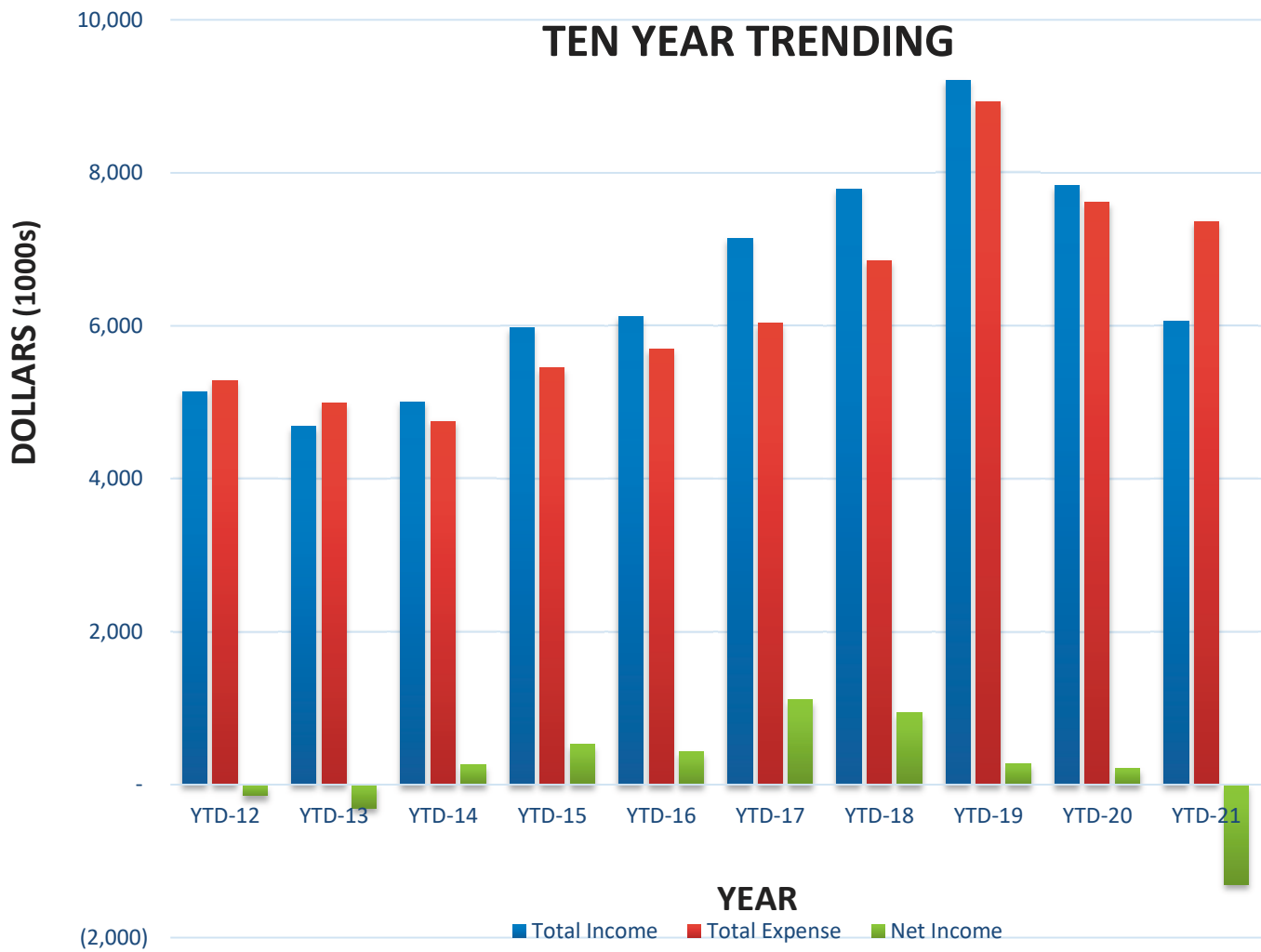
- Revenue - Surveying 36.26%
- Revenue - Engineering 30.91%
- Revenue - Materials Testing 23.25%
- Revenue - Subsurface 7.73%
- Revenue - Consulting and Reimb Expenses 1.22%
- Revenue - Other 0.64%



12 Month Trending Performance Report



Financial Strength

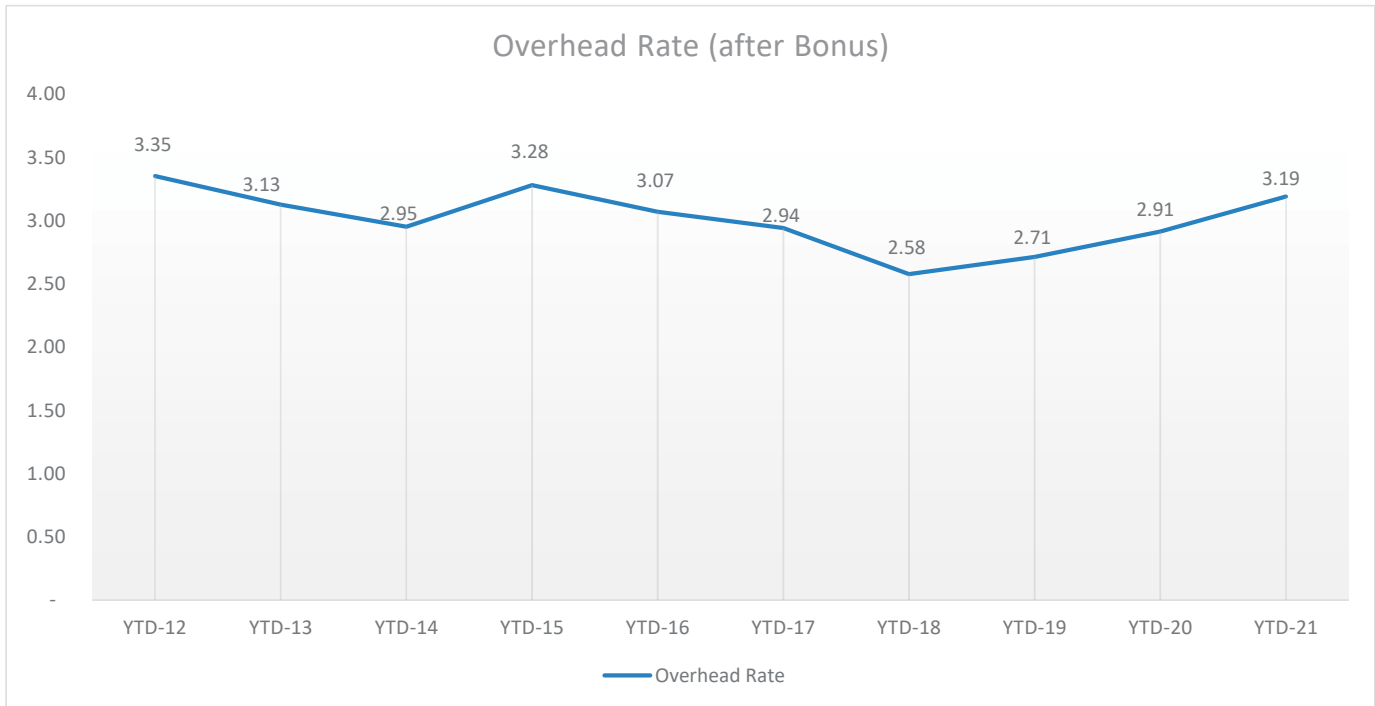


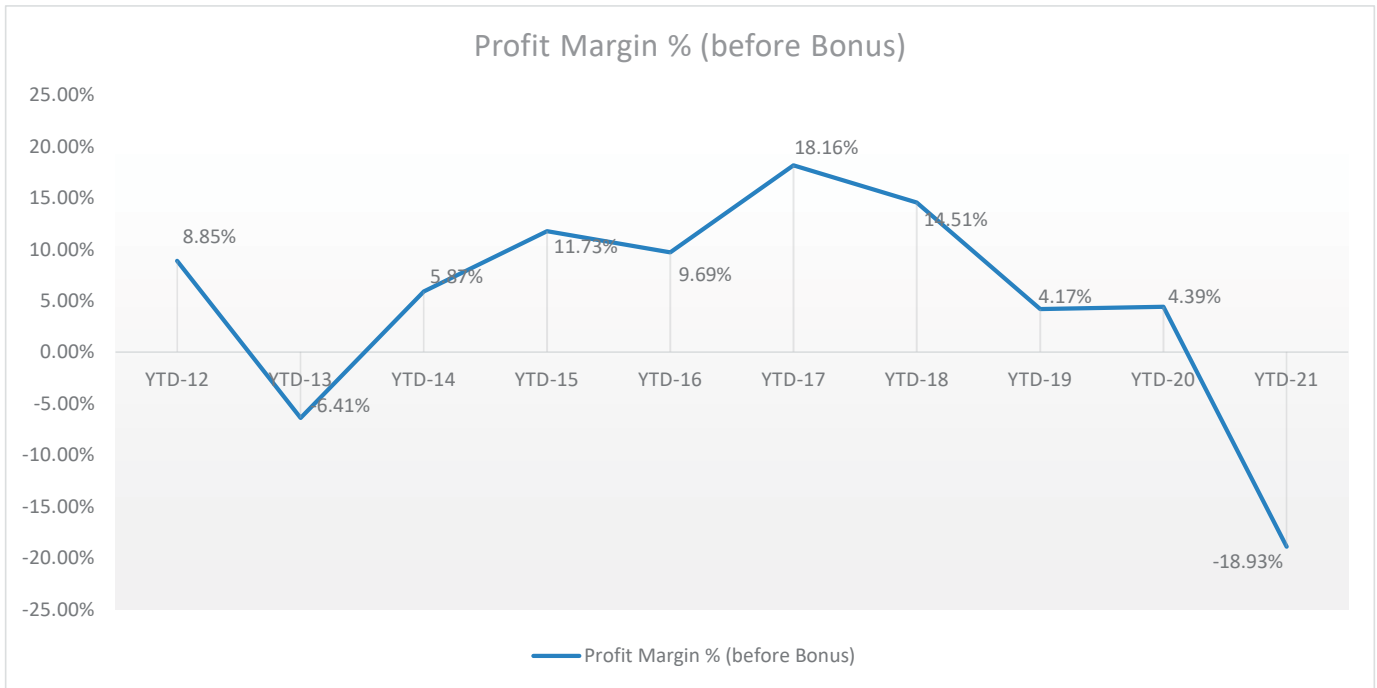
Operating Expenses Year-to-Date 2021 (as a Percent of Revenue)



■ Reimbursable Expenses 11.43%	■ Direct Labor 21.14%
■ Administrative Labor 24.47%	■ Payroll Benefits 3.31%
■ Other Benefits 9.96%	■ Office Expenses 10.26%
■ Legal and Financial Expenses 11.42%	■ Automobile Expenses 6.79%
■ Depreciation and Amortization 1.21%	■ Expense Recovery 0.00%

Financial Strength







ENGINEERING | SURVEYING | CONSTRUCTION SERVICES
DEFINING QUALITY SINCE 1965



100 E. Navajo Drive
Suite 100
Hobbs, NM 88240



info@pettigrew.us
575-393-9827