

Strategic Planning

December 2019

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AGENDA

Strategic Planning Process - Gayle Heath

2020 Strategic Plan – A 5 Year Plan

Key Focus Areas

Organization – Kim McDonald

Communication – Larry Irvine

Business Development – Mike Heath

Strategic Marketing Plan

Financial Vision – Gayle Heath

Tying it all together - Annual Business Planning Process – Clint Jumper

Job Starts Forecasting & Revenue Estimation

Road Maps / 90-day Plans – JD Allen & Practice Leaders

Annual Staffing Plan – Clint Jumper

Annual Budget – Kim McDonald & Daniel Rio

Year 1 Initiatives – Gayle Heath

2020 Performance Metrics

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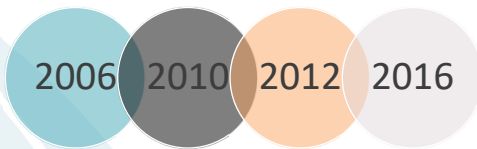
STRATEGIC PLANNING PROCESS

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BACKGROUND

A ROAD MAP



**Guides Our Annual
Business Planning & 90 Day
Plans**

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**2020 Strategic
Plan is ATG's 5th
Strategic Plan**

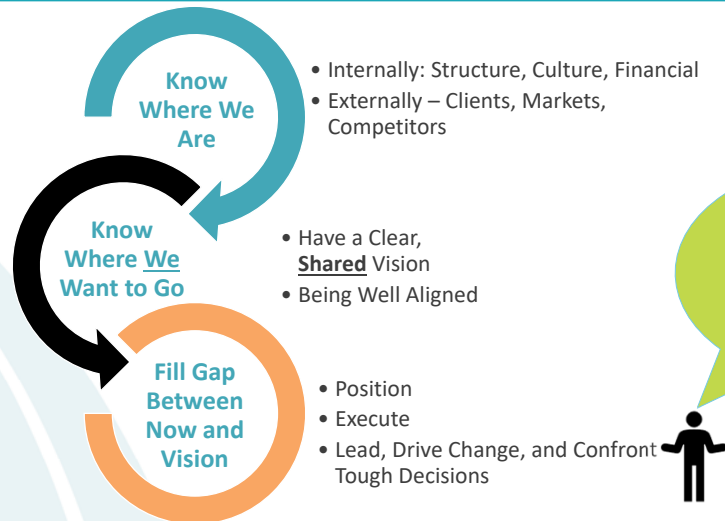


What is a Strategic Plan? Its a Roadmap that guides our annual business and marketing plans. It guides our annual metric goals and focus areas.

Common themes in all four previous Strategic Plans -

STRATEGIC PLANNING PROCESS

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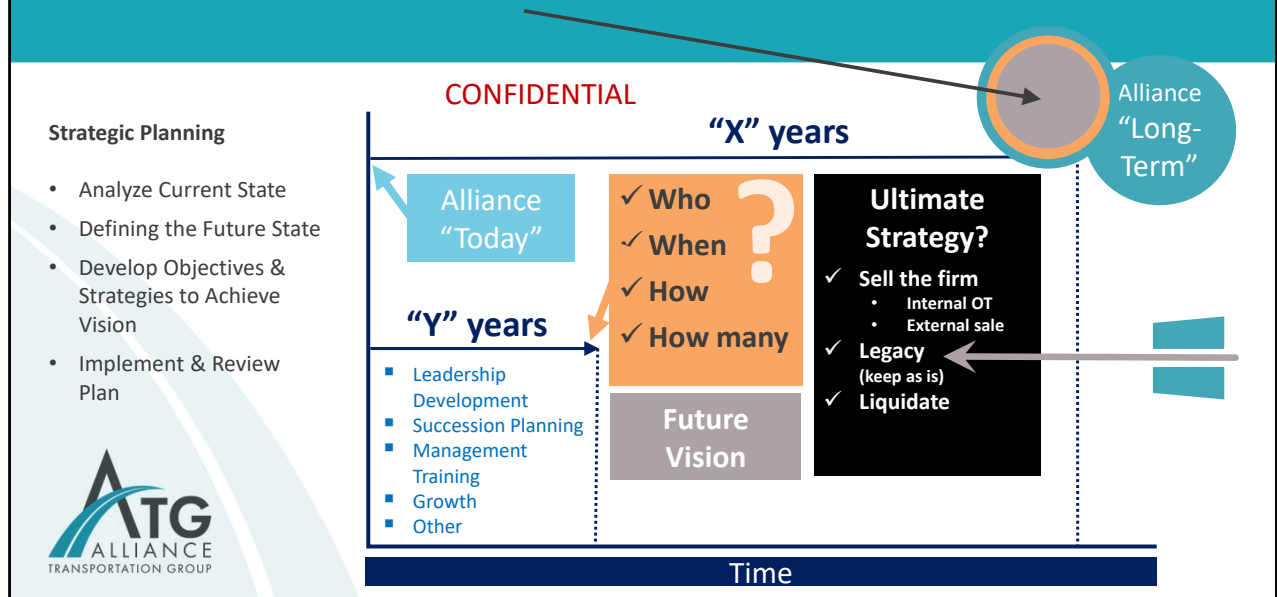


"If you don't know where you are going, you'll end up someplace else."
Yogi Berra



Yogi Berra's quote states the importance of a Strategic Plan
A Strategic Plans is a process that helps us understand where we are now
Where we want to go
And filling the gap, or the next 5 years, between now and reaching our future vision

WHAT IS ATG'S ULTIMATE DESTINATION?

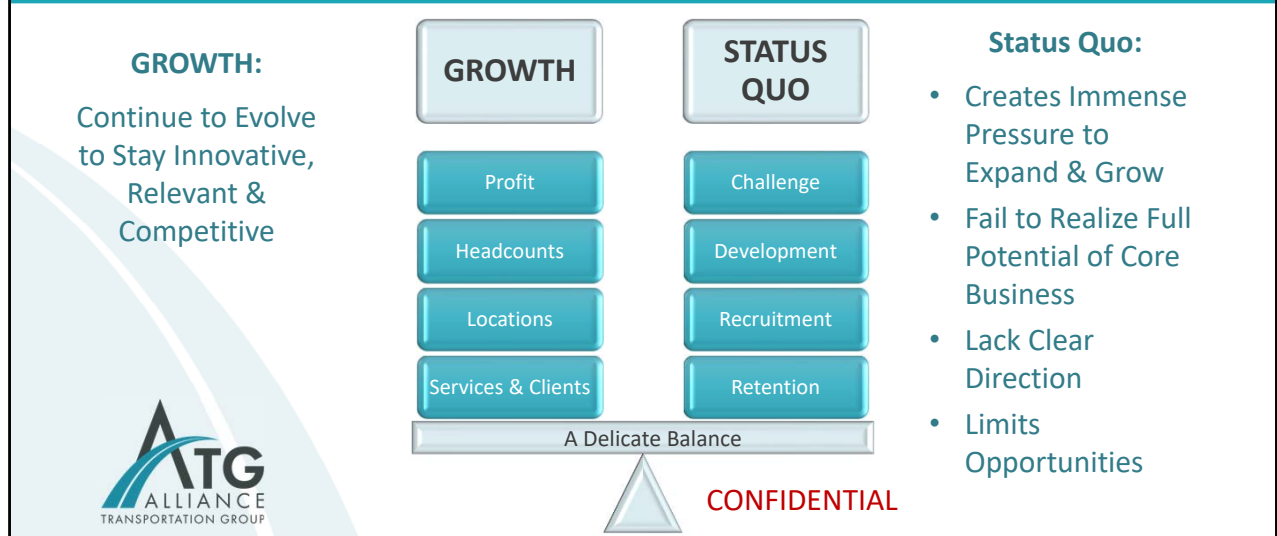


What’s the long game and how do we get there.

The process of Strategic Planning has many moving parts, but basically the process follows:

- Analysis of the current state
- Defining the future state
- Developing objectives strategies to achieve the vision
- Implementation & assessment of the plan.

DOES ATG GROW OR NOT?



In Business, Growth is a Definition of success

Growth creates opportunities for our staff and the company as a whole.

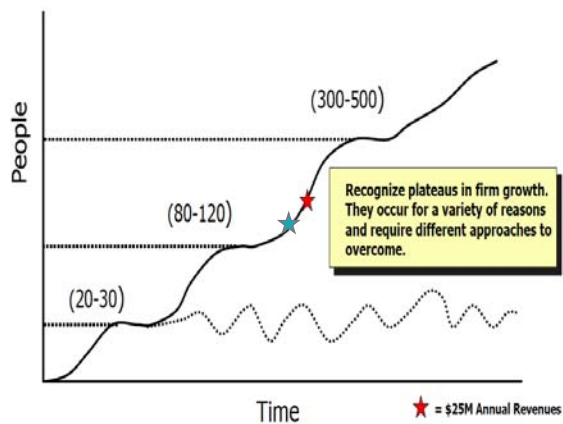
Also it provides variety of fun projects to work on.

Alliance is like a living organism, It its not growing its dying.

If we are not growing, then we become entrenched in what we do and in a stagnant environment we are not creating opportunities for staff and the company. To determine ATG's ultimate destination during Strategic Planning, we must commit to growth or no-growth.

To Grow or Not to grow benchmarks goals for Strategic Financial Metrics, Annual Business Planning, Staffing planning and Financial Budgeting.

GROWTH PLATEAUS



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Issues Reaching Growth Plateaus

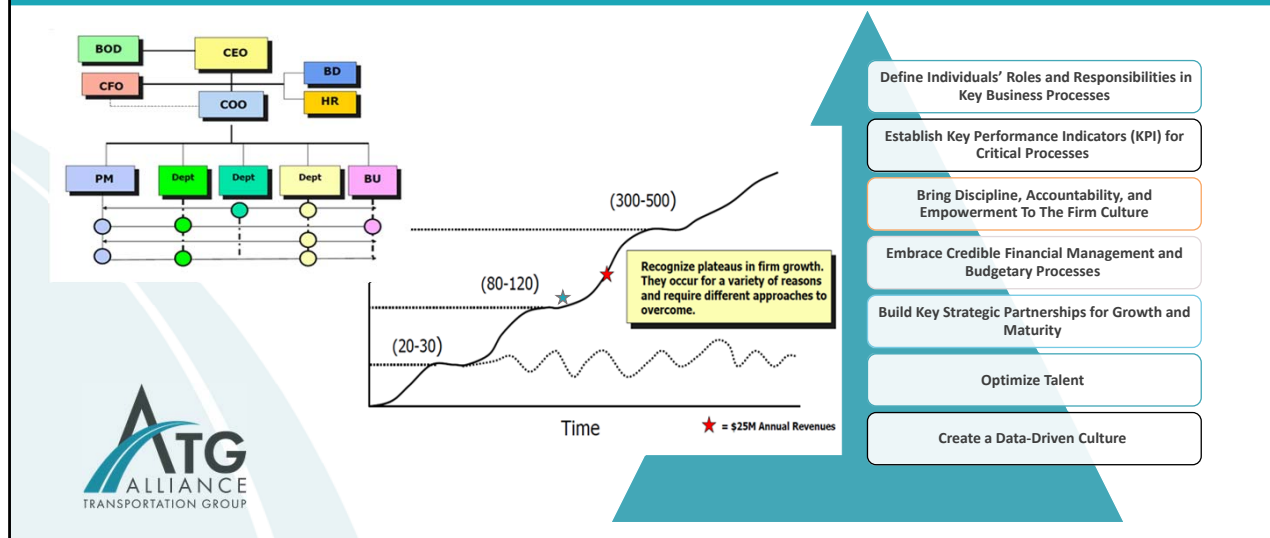


Companies, during a full life cycle, have growth plateaus that are challenging to push through to the next level of growth.

Alliance has pushed through the 1st growth plateau and we find ourselves firmly in the second.

We have overcome almost all the issues that companies face in that phase -

GROWTH PLATEAUS ...AND THE NEXT PLATEAU



Now we find ourselves in the middle of the second growth plateau with a different set of challenges. We must consider a plan that will prepare us for our Future Vision. Considerations include:

- 1. Defining individuals' roles and responsibilities in key business processes.** As organizations mature, business processes grow and evolve. The inevitable added complexity brings with it inefficiencies and waste that quickly gum up the works. Questioning the effectiveness of key processes and how they affect employees and customers should be reviewed on a regular basis.
- 2. Establishing key performance indicators (KPI) for critical processes.** Need to expand and Map Key Metrics and other tools that can help organizations identify key decisions and processes. They also help dynamically define roles and responsibilities as those processes change and multiply.
- 3. Bringing discipline, accountability, and empowerment to the firm culture.** The c-suite must be disciplined about delegating to accountable parties so they can focus on strategy, culture, and other leadership responsibilities. In order to successfully delegate, first the c-suite must empower those who will be held accountable for new responsibilities. Accountability without empowerment is disastrous to organizations.
- 4. Embracing credible financial management and budgetary processes .** In the startup and growth phases of the business life cycle, founders and vice presidents of finance spend a lot

of time making sure the company has adequate funds — obtaining loans from banks or investors or securing venture funding. But as the business develops, **financial leadership** needs to play a more active and strategic role. This includes working with the whole c-suite to develop overall corporate goals and objectives, which then can be translated into the capital needs, cash flow, and profitability targets for the organization.

5. **Building key strategic partnerships for growth and maturity.** Challenges multiply as growth organizations gain more customers, manage product and service life cycle needs, and explore new markets. Successful organizations form strategic partnerships to help address these challenges. Consider strategic alliances in any number of areas, including co-development, sales or marketing. Fundamental to effectively managing strategic alliances is defining — together — what shared success looks like.

6. **Optimizing talent.** New and different leadership skills are required when organizations transition from the growth to mature stage. Optimizing talent is a twofold endeavor. First, organizations need to realign their new and changing talent needs with current associates' skill sets. Second, organizations must identify and create a plan for internal development needs and for recruitment if tapping external resources.

7. **Creating a data-driven culture.** Decision making in startup and growth companies often relies on the intuition of c-suite leaders. That may work when your product and service offerings — and your customer base — are small. But as growth companies make the transition to mature enterprises, a data-based framework for making informed decisions is crucial. Essential business insights are all but invisible without CRM and ERP systems to keep track of relationships and operations. Companies can easily overlook market opportunities, production or supply chain improvements, or trends in customer demand that can impede further growth.



So, basically that's the Process and what we need to consider to when creating a successful strategic plan

Now we will look at the 2020 Strategic Plan in detail including its Key Focus Areas as well as it's financial Vision for Alliance through 2024.

The Strategic plan is the guide to our Strategic Marketing Plan, our Practice Roadmaps and 90 Day plans and our Annual Business Planning process.

ATG's MISSION

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ATG Improves People's Lives by Using
an Integrated, Multi-Disciplined Team
Approach to Provide Exceptional
Planning and Engineering Solutions.



Our Missions Statement is our Purpose. Why do we exist? What are we about?

A mission statement defines what an organization is, why it exists, its reason for being.



The 2020 plan is ATG's Future Vision Projected. This is our Vision – To create solutions that make people's lives better

During the Strategic Planning Process, we produced a 5 year plan that develops a Financial Vision and Focus Area goals & strategies to achieve this Vision.

Then over the next five years, we will review and implement the plan. We incorporate the goals into our Annual Business Plan, our Annual Road Maps, Staffing Plans, Annual Metrics and 90-day plans

ATG's CORE VALUES



- We are Passionate about Developing Solutions that Serve the Greater Good and Improve Peoples' Lives. ("We provide the **Right Answers for the Right Reasons**")
- We Take Reasonable Risks to Enhance the Company's Success and Growth
- We Communicate – in an Open, Honest, Frequent, Clear, and Respectful Way
- We are Profitable
- We Take Care of Our People
(Benefits, Share Company's Financial Success, Share Success...)
- We Produce Quality Products
- We Innovate
- Reward Performance and will not Tolerate Non-Performers

Our Vision for our Future, our Mission or Purpose and Our Core Values, are **The Principles that Guide our Decision Making**.

Core values reflect "the way we do things around here". **Core values** are what support the vision, shape the culture and reflect what our **company values**.

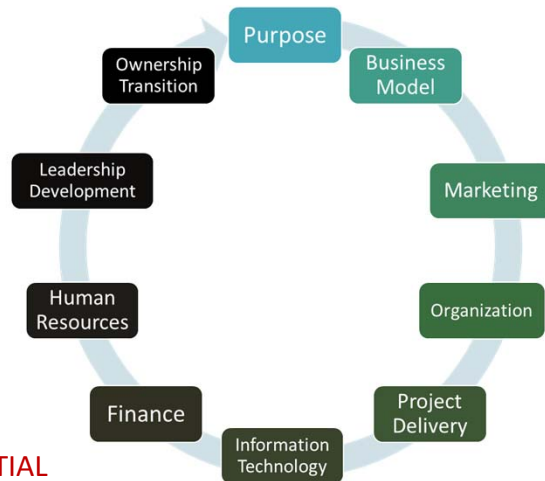
KEY FOCUS AREAS

2020 Strategic Plan Focused:

- ✓ Organization
- ✓ Communication
- ✓ Business Development & Marketing



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All Strategic plans have focus areas that planning teams develop goals and actions around. There are 10 focus areas, but due to the strategic time period and amount of resources needed, Strategic planning teams tackle 3 to 4 focus areas depending on complexity of goals and actions.

For the 2020 Strategic plan, we will focus on;

Organization

Business Development & Marketing

Communication – which is not a key focus area, but the planning team felt was important to future success

We developed Goals and Actions plans for each focus area



Focus Area – Organization – I gonna hand off to Kim McDonald -

Organization is the backbone of our company. A strong organization embraces standard operating procedures, key metrics, defined structure so that it can stand tall, ready for success in this dynamic business environment.

Alliance's Fast Growth impacts our Organizational structure.

For long term growth, We also want to define our Succession plan for staff as well as an ownership transition guide for potential owners.

We have three goals and under each goal we developed action plans.

Optimize Management Structure –

Optimize the Administrative & Production Structure

Develop SOPs, Succession & Transition Plans

We will be reviewing current organizational structure for Production, Admin and

Management Staff. We will optimize our current structure and then define and implement future organizational structure. We will also analyze current structure and SOPs between Admin and Production Staff where we will optimize current structure and SOP's and implement future organizational Structure.

Considerations that we are currently struggling with is the impact of geographic expansion of offices and staff and the implementation of effective organizational structure, SOP's, education, training, and communication.

In both cases, we will identify deficiencies in our SOP's and identify future positions for succession and transition plans.

We will then develop Organizational Charts that show current and long-term positions.



Focus Area – Business Development & Marketing

Business Development and Marketing are key to expanding a company's opportunities and growth.

Business Development efforts are designed to build relationships with the right potential customers. It is the ideas, initiatives and activities aimed towards making a **business** better. This includes increasing revenues, growth in terms of **business** expansion, increasing profitability by building strategic partnerships, and making strategic **business** decisions.

Marketing is the promotion of business products or services to a target audience.

A **marketing proposal** is a written document to communicate a project to a client for consideration, which can include strategy ideas, delivery time frames and estimated costs, before finalizing the terms and signing a contract for approval.

If we have strong business relationships with our clients and partners, we will create a winning proposal that reflects our client's expectations about a project or program.

In this focus area , we have 4 goals:

Build a capable and efficient proposal development unit that supports the entire company sales and BD effort:

This includes -

Objective 1 Develop System/Processes for Proposal components

- **Action 1** Determine proposal components needed **Action 2** Update/create proposal components
- **Action 3** Develop and enact a proposal creation schedule
- **Action 4** Establish consequences if deadlines are NOT met
- **Action 5** Train Marketing & Production staff

Objective 2 Develop a system of metrics that allows us to evaluate our proposal process and efficiency

- **Action 1** Identify the metrics
- **Action 2** Establish a process

Achieve a high-performing business development capability across the company comprised of a mix of seller-doer and full-time business developer as our business attainment model

Objective 1 Identify seller-doers

- **Action 1** Develop a list

Objective 2 Educate/train entire company about BD in project mgt training/on boarding

- **Action 1** Develop a BD training

Objective 3 Re-evaluate Roadmaps/90 Day Plans

Build an efficient, company-wide system of marketing information and communication methods to convey our practices both internally and externally

Objective 1 Consolidate Database Information

- **Action 1** Identify desirable synergies with enterprise software (vision)
- **Action 2** Research and confer with CRM and proposal system task to identify synergies; collect and organize information
- **Action 3** Identify costs and time to implement

Objective 2 Apply the Strategic Marketing Plan

- **Action 1** SWOT analysis by geographic location and practice line
- **Action 2** Assign market service champions for each area (metrics, budgets)
- **Action 3** Develop metrics and budgets for each
- **Action 4** Maintain and enhance strategic marketing plan

GOAL 4 Achieve a dominant position in the southeastern US region as a transportation, planning and engineering firm

Objective 1 Develop client management process

- **Action 1** Overlap w/ SWOT results
- **Action 2** Define roles
- **Action 3** Identify & assign client manager

Objective 2 Strategic Market penetration through professional organizations

- **Action 1** Identify and prioritize opportunities

- **Action 2** Overlap with SWOT results
 - **Action 3** Strategic preparation (i.e, why, who)
- Objective 3** Identify & enhance relationships
- **Action 1** Identify the Past, current & Future relationship
 - **Action 2** Proactively meet with and track relationships identified in Action 1



Alliance Strategic Marketing Plan

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The Purpose of a Strategic Marketing Plan

Systematic process that integrates business activities to plan, pursue, promote, capture, and track services desired by clients in a competitive environment.



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Marketing Strategies Are Useless Without



Continuous Actionable Items



Market Research



Adaptable Marketing Strategy



Communicate the Strategy



Define Long-Term Success Metrics

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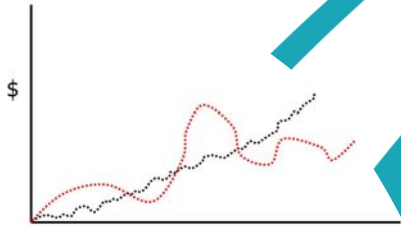
Strategic Marketing Plan Goals

Goal 1: Develop an Actionable Marketing Plan

Goal 2: Empower Business Developers

Goal 3: Maximize Value of Known Work

Goal 4: Expand Services and Locations



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Goal 1: Develop an Actionable Marketing Plan

- Market Research
- Match Existing Services with Potential Opportunities
- Analyze Strengths and Weaknesses of Existing Service Lines
- Develop Client Lists
- Grade Clients
- Develop Competitor List
- Develop Marketing Success Metrics
- Allocate Business Development Responsibility

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Goal 2: Empower Business Developers

- **Communicate Existing Practice and Service lines**
 - Each person should know the range of services we offer
- **Communicate Opportunities Company-wide**
 - New opportunities should be put in vision
- **Optimize Vision Usage**
 - Track client meetings, new opportunities, and existing contracts

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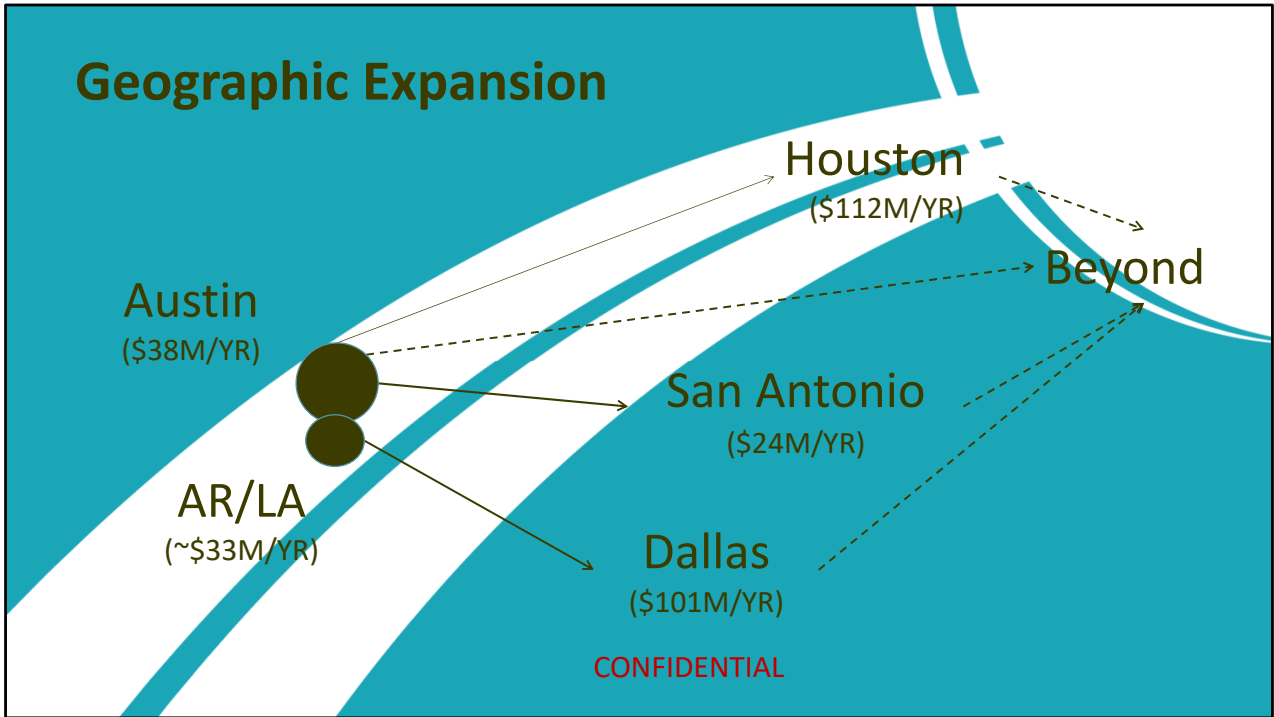
Goal 3: Maximize Value

- Create a plan to maximize return from won contracts
- Expand opportunities in current geographic areas
 - Increase market share
 - Expand practice areas/service lines
- Assign actionable items to that plan

Goal 4: Expand Services and Locations

- Investigate new potential service lines
- Research potential new locations to do work
- Assign actionable tasks to expanding new services and locations

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Service Lines

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Roadway

- Drainage • PS&E • Municipal
- 3D Modeling • Schematic

Traffic

- ITS • TIAs • Access Management
- Corridor • Traffic Signals • Studies

Planning

- MTP/LRTP/STRP • Travel Demand Models
- Corridor Planning • Bike/Ped Plans

Data Systems and Analysis

- Performance Metrics Analysis • Web design
- Legacy System Replacement

Potential

- Water/Waste Water/ Water Distribution and Treatment
- CEI • MEP • Grant Applications
- Environmental • Program Management +

2020 STRATEGIC PLAN

FOCUS AREA GOALS – COMMUNICATION

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Focus Area – Communication

Communication is not highlighted as a Key Focus Area in Strategic Planning, but for us to successfully implement organizational changes and improvements in our BD processes, we need to have Strong Communication at all levels of the organization.

Communication is very **important** to companies because it keeps people informed, it gives people a holistic view of the organization; build out an organizations culture; gets people engaged; keeps people calm in times of crisis; creates another dimension to your workplace; creates a channel for feedback, debate and discussion

We want to successfully implement 1 goal:

GOAL 1 Achieve a culture of effective communication through systems that inform and engage all of our employees, stakeholders, and clients.

Objective 1 Establish our message to communicate culture & philosophy. "Who we are to. . ."

a) Staff

b) Clients/Teaming Partners/Professional Organizations

c) Recruits/Potential Staff

- **Action 1** Create a succinct document using the culture survey results that describes our core values, business plan, our motivations, and what we believe to be our culture.

- **Action 2** Assess our current situation: What about our culture do we communicate well and not so well . . .
- **Action 3** Develop and design appropriate solutions and identify implementation team
- **Action 4** Implement Solutions

Objective 2 Unify communication system processes and infrastructure.

Internal and External

a) **Content** (\$, HR, Project)

b) **Target** (audience, internal/external, etc.)

c) **Mode** (email, newsletter, SharePoint, OneNote, etc.)

- **Action 1** Determine existing effectiveness/deficiency
- **Action 2** Develop and design appropriate solutions and identify implementation team
- **Action 3** Implement Solutions

Objective 3 Identify resources to support the life of the communication system.

- **Action 1** Support continuous improvement by identifying information professional needs
- **Action 2** Establish methods to obtain measurable feedback
- **Action 3** Iteration if needed

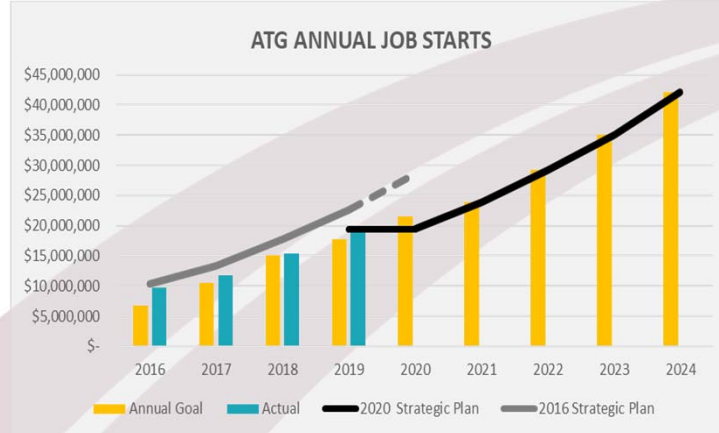
STRATEGIC FINANCIAL VISION

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We want to manage our company's growth. A Strategic Plan provides Financial Vision for Consistent financial Performance year over year. Planning for financial growth positively impacts company confidence in the future and drives value in the business which is good for our employees and our owners.

Strategic Financial Vision – Job Starts

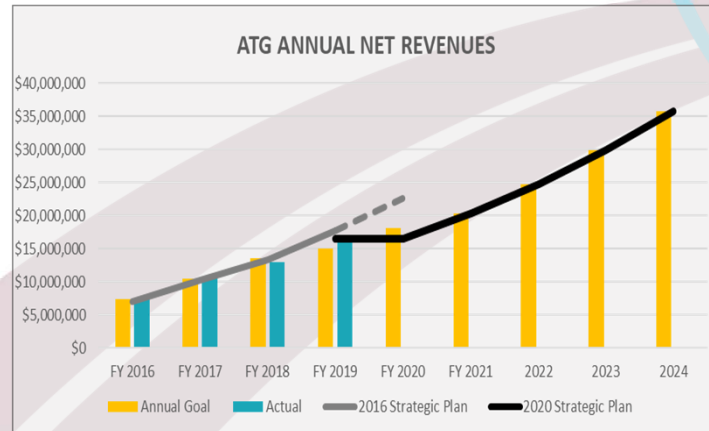


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On this slide we show from 2016 to 2024, ATG's annual Job Starts goal, Actual, the 2020 Strategic Plan and the 2016 Strategic plan for Job Starts. As you can see, we adjusted the 2020 Annual goal to be more in line with the 2020 Strategic Plan. We lowered Job Start Goals because we want to be strategic and focus on a stronger organizational foundation, effective communication systems and a robust BD/marketing system to support future growth.

Strategic Financial Vision – Net Revenue

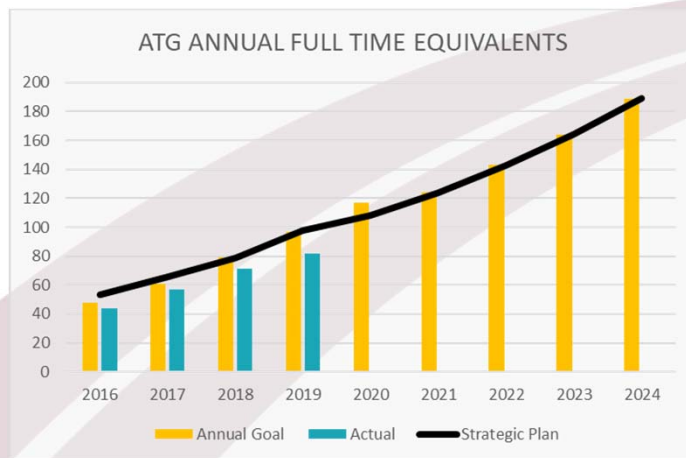


	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual Goal	\$ 7.450	\$ 10.450	\$ 13.500	\$ 15.100	\$ 18.100	\$ 20.308	\$ 24.812	\$ 29.818	\$ 35.833
Actual	\$ 7.414	\$ 10.572	\$ 13.029	\$ 16.131					
2020 Strategic Plan					\$ 16.511	\$ 20.308	\$ 24.812	\$ 29.818	\$ 35.833
2016 Strategic Plan	\$ 7.023	\$ 10.290	\$ 13.372	\$ 17.791	\$ 22.682				



On this slide we show from 2016 to 2024, ATG's annual Net Revenue goal, Actual, the 2020 Strategic Plan and the 2016 Strategic plan for Net Revenue. As you can see, we adjusted the 2020 Annual goal to be more in line with the 2020 Strategic Plan. Again, we lowered Job Start Goals because we want to be strategic and focus on a stronger organizational foundation, effective communication systems and a robust BD/marketing system to support future growth.

Strategic Financial Vision – Staffing Targets



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Strategic Plan Staffing Goals are the black line
 The Annual Business Goals are in Orange
 And the Actual Staffing for the company are in blue

There is a direct correlation between number of staff and amount of Net Revenue generated.

We sell our services.

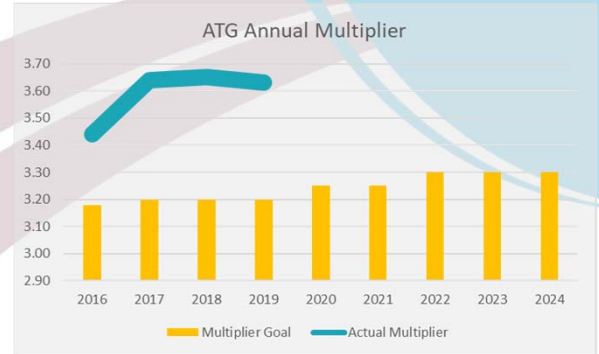
We invoice each employee's billable hours

We hire needed employees and assign UT goals individually, to meet Revenue Goals.

Strategic Financial Vision – UT & Multiplier



	2016	2017	2018	2019	2020	2021	2022	2023	2024
Annual UT Goal	61.00%	63.50%	64.75%	64.70%	65.00%	64.00%	64.00%	64.00%	64.00%
Actual UT	63.20%	66.18%	65.64%	66.57%					



	2016	2017	2018	2019	2020	2021	2022	2023	2024
Multiplier Goal	3.18	3.20	3.20	3.20	3.25	3.25	3.30	3.30	3.30
Actual Multiplier	3.44	3.64	3.65	3.63					



Strategic Plan Staffing Goals and Annual Business Goals are in Orange
And the Actual Utilization & Multiplier for the company are in blue.

This may answer the question of why we are not hitting our financial goals. There is a direct correlation between number of staff and amount of Net Revenue generated.
We sell our services.
Which is each employee's billable hours



Tying it all Together

Annual Business Planning



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ELEMENTS - ANNUAL BUSINESS PLANNING



The 2020 Strategic Plan provides a financial Roadmap that guides our annual business and marketing plans. It guides our annual metric goals and focus areas.

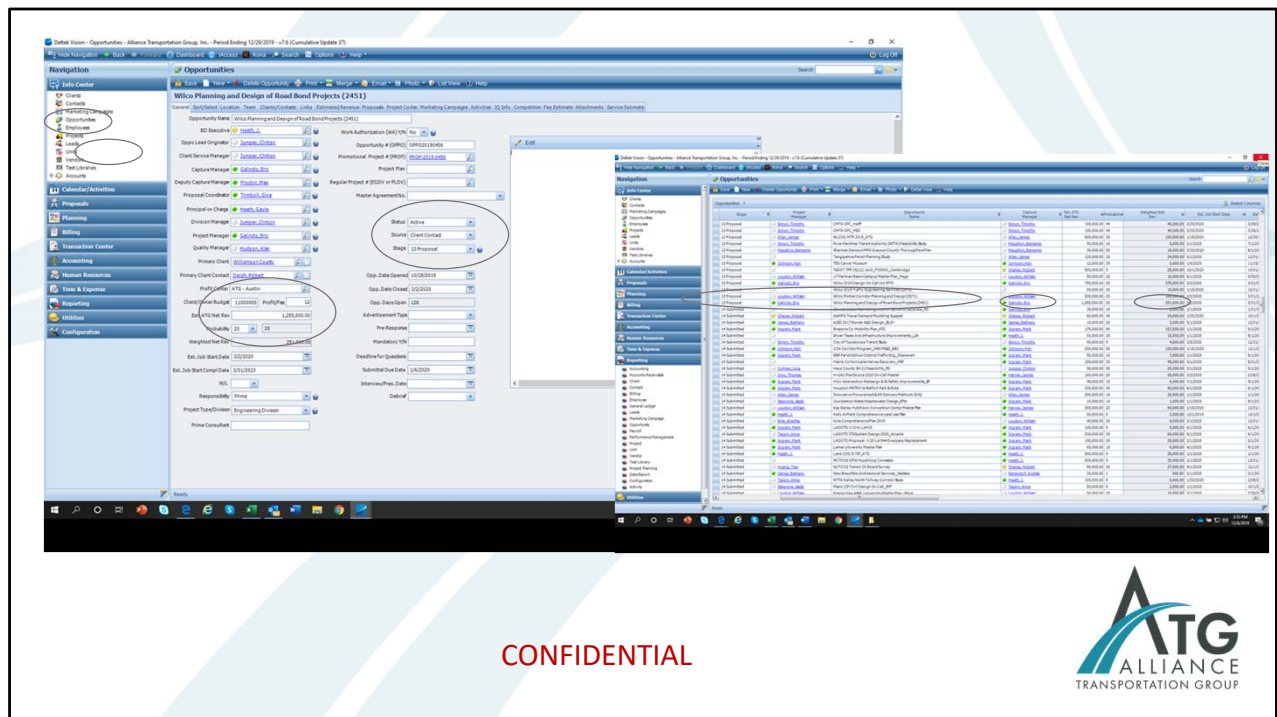
After going through the strategic planning process this past summer, we came to a consensus that over the next two years, we needed to manage financial growth that allows us to focus on getting our organizational processes and procedures fine tuned and implemented.

During many presentations, we've shown this slide about the Annual Business Planning Process that starts in June every year.

JOB STARTS FORECASTING & REVENUE ESTIMATION

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Annual Forecasting considers current hard backlog that is on the books, and medium and soft backlog that is estimated from opportunities at different stages to produce a Job Start Goal and Net Revenue Goal. Above is an Opportunity at the Proposal stage, but this can be any active stage where you estimate ATG Net Revenue, the probability of winning and then Vision Calculates Estimate ATG Net Revenue.

We then dump all active opportunities to an excel spreadsheet and start forecasting Job Starts – which is our future work pipeline, and Net Revenue.

We begin this process in June with many iterations and then we complete by end of August.

2020 Annual Plan Job Start Forecast Summary											Confidential
	HISTORIC JOB-STARTS					2019 JOB STARTS		2020 JOB STARTS			v.2
	2014	2015	2016	2017	2018	TOTAL Projection as of 10/7/2019	Annual Plan Goal	T\$ Projection as of 10/7/2019	W\$ Projection as of 10/7/2019	Annual Plan Goal	
E - Traffic	\$3,016,954	\$3,176,186	\$3,461,746	\$4,469,701	\$7,004,039	\$9,479,803	\$7,500,000	\$43,844,500	\$12,188,675	\$10,500,000	
E - Roadway	\$276,769	\$142,066	\$1,116,966	\$1,003,480	\$2,907,799	\$4,265,430	\$5,000,000	\$30,936,002	\$4,391,120	\$5,000,000	
Engineering Sum	\$3,293,724	\$3,318,252	\$4,578,713	\$5,473,181	\$9,911,839	\$13,745,233	\$12,500,000	\$74,780,502	\$16,579,795	\$15,500,000	
P - PLANNING	\$3,445,813	\$3,222,001	\$5,130,116	\$6,354,930	\$5,429,815	\$7,279,111	\$4,200,000	\$15,532,000	\$5,209,650	\$5,000,000	
D - DATA SYSTEMS	\$0	\$0	\$0	\$0	\$0	\$1,154,940	\$1,000,000	\$500,000	\$25,000	\$1,000,000	
TOTAL	\$6,739,536	\$6,540,253	\$9,708,829	\$11,828,111	\$15,341,654	\$22,179,284	\$17,700,000	\$90,812,502	\$21,814,445	\$21,500,000	
% Growth Year over Year	NA	-3.0%	48.4%	21.8%	29.7%	44.6%	15.4%			21.5%	

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2020 Annual Plan Job Start Forecast Summary										
	HISTORIC JOB-STARTS					2019 JOB STARTS		2020 JOB STARTS		
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D - DATA SYSTEMS	\$0	\$0	\$0	\$0	\$0	\$1,154,940	\$1,000,000	\$500,000	\$25,000	\$1,000,000
TOTAL	\$6,739,536	\$6,540,253	\$9,708,829	\$11,828,111	\$15,341,654	\$22,179,284	\$17,700,000	\$90,812,502	\$21,814,445	\$21,500,000
% Growth Year over Year	NA	-3.0%	48.4%	21.8%	29.7%	44.6%	15.4%			21.5%

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v.2

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ROADMAPS AND 90 DAY PLANS

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Division Lead: Jory Dille

Practice Lead: Jory Dille

2020 – 2025 Goals

1. Continue to Mature Planning BD Activities
2. Accelerate Marketing Support for Planning Practice
3. Develop Active Transportation Sub-Practice
4. Develop Transit Planning Sub-Practice
5. Accelerate TDM Sub-Practice
6. Safety & Security Oversight Sub-Practice



2020 Job Start Goals
\$5M



2020 Staffing Goal
28 FTE

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Division Lead: Jory Dille

Practice Lead: Jory Dille

In the Next 90 Days



Planned Activities
31



Clients/Partners
21



Most Active Contacts
TxDOT, NCTCOG,
TnDOT

DS&A

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Division Lead: Mike Heath

Practice Lead: Mike Heath

2020 – 2025 Goals

1. Formalize the Data Systems & Analysis Practice
2. Investigate as Grow new DSA Services



2020 Job Start Goals
\$1M



2020 Staffing Goal
5 FTE

TRAFFIC

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Division Lead: Clint Jumper

Practice Lead: Mark Ingram

2020 – 2025 Goals

1. Develop Austin/San Antonio Area Municipal Markets
2. Develop Houston Area Municipal Markets
3. Develop DFW Area Municipal Markets
4. Research & Develop New Traffic Practice Growth Opportunities
5. Work Collaboratively with Planning to Build Relationships and Regionally Grow



2020 Job Start Goals
\$10.5M



2020 Staffing Goal
38 FTE

TRAFFIC

CONFIDENTIAL

Division Lead: Clint Jumper

Practice Lead: Mark Ingram

In the Next 90 Days



Planned Activities
94



Clients/Partners
47



Most Active Contacts
TxDOT, AECOM,
Municipalities

ROADWAY

CONFIDENTIAL

Division Lead: Clint Jumper

Practice Lead: Max Proctor

2020 – 2025 Goals

1. Develop TxDOT Roadway Engineering Projects
2. Develop Austin/San Antonio Area Market Municipal Roadway Engineering Projects
3. Develop Market Drainage Projects & Services
4. Expand Roadway Services to New Geo-Markets



2020 Job Start Goals
\$5M



2020 Staffing Goal
23 FTE

ROADWAY

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Division Lead: Clint Jumper

Practice Lead: Max Proctor

In the Next 90 Days



Planned Activities

32



Clients/Partners

10



Most Active Contacts

Wilco, TxDOT,
Halff

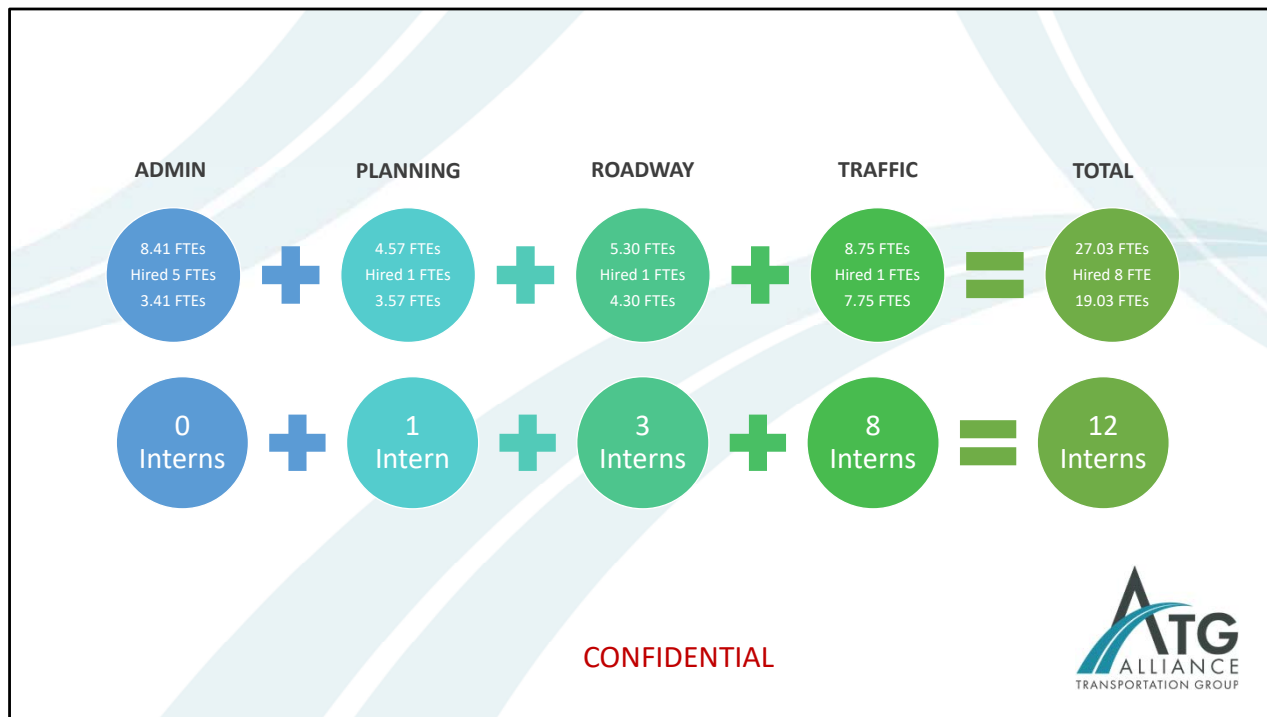
ANNUAL STAFFING PLAN

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2020 Goals																																																																																																																																																																																																																																																																																																																	
Org Name	2020 Proposed Salary	2020 UT Goal	2020 Direct Labor	2020 Goal Multiplier	Est Revenue Capacity	Job Starts	FTE's	Est Revenue Capacity (Likely Hires)	w/ Turnover (5%)	% of Net R	2020 Net Rev Goals																																																																																																																																																																																																																																																																																																						
Planning	2,390,019	77.28%	1,846,969	3.25	5,979,326	0	27.28	5,580,771	5,301,733	28.18%	5,300,000																																																																																																																																																																																																																																																																																																						
ENG - Roadway	2,174,008	74.79%	1,626,010	3.25	5,281,759	0	23.02	4,562,524	4,334,397	23.03%	4,300,000																																																																																																																																																																																																																																																																																																						
ENG - Traffic	3,254,507	81.66%	2,657,717	3.25	8,637,582	0	37.45	8,011,785	7,611,195	40.45%	7,600,000																																																																																																																																																																																																																																																																																																						
Data	573,853	58.84%	337,680	3.25	1,157,169	0	5.00	985,933	936,637	4.98%	800,000																																																																																																																																																																																																																																																																																																						
Admin	1,875,575	11.02%	206,614	3.25	671,497	0	24.05	666,414	633,093	3.36%	500,000																																																																																																																																																																																																																																																																																																						
Total	10,267,962	65.01%	6,674,990	3.25	21,727,332	0	116.80	19,807,427	18,817,055	100.00%	18,500,000																																																																																																																																																																																																																																																																																																						
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Office Location	Hire Date	Group	Months	GLC	S	Type	%	Time	Likely Hire	2020 Revenue Capacity w/ Hourly Pay	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 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Annual Hourly Pay Adj	2020 Annual Hourly Pay Adj	2020 Annual Hourly

After we set our Job Start and Revenue Goal, We download payroll data, utilization and estimated raises with current staff to into our staffing plan. We then make up the gap by new hires and when we think new hires will start. We do this company wide and come up with Net Revenue by Practice.



ANNUAL BUDGET

What is a Budget?

- The budget outlines ATG's financial and operational goals.
- It is a tool to plan resources for growth and expansion and evaluate performance.

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Operating & Capital Budget

- Supports ATG's Mission and Goals
 - Strategic Plan – 2020 5-year plan that outlines ATG's Financial Vision including Net Revenue and Staffing
 - Business Plan
 - Net Revenue is estimated for the year.
 - Staffing Plan is developed to ensure adequate staffing to meet ATG's Net Revenue goal.
 - The outcome is ATG's Annual Performance Goals.
- Components of the Budget
 - Revenue
 - Goal established during the Business Plan
 - Goal for 2020 is \$18.5 million
 - Income to be generated from direct project labor.
 - Expenses
 - Payroll and payroll related (Labor)
 - Fixed Costs – For example, rent, insurance, licenses
 - Variable and Other Costs – For example, conferences, meals, snacks

Strategic Plan Net Revenue			
	2019	2020	2021
Annual Goal	\$ 15.100	\$ 18.100	\$ 20.308
Actual	\$ 16.131		
2020 Strategic Plan		\$ 16.511	\$ 20.308
2016 Strategic Plan	\$ 17.791	\$ 22.682	

Org Name	2020 Proposed Salary	2020 UT Goal	2020 Direct Labor	2020 Goal Multiplier	Est. Revenue Capacity	FTE's	Est. Revenue Capacity (Likely hires)	W/Turnover (5%)	% of Net Revenue	2020 Net Revenue Goals
Planning	2,390,010	77.28%	1,846,969	3.25	5,979,326	27.28	5,580,771	5,301,733	28.18%	5,301,000
Eng/Roadway	2,174,006	74.79%	1,626,010	3.25	5,265,759	23.02	4,562,524	4,334,397	23.03%	4,300,000
Eng/Traffic	3,254,507	81.66%	2,657,717	3.25	8,637,582	37.46	8,011,785	7,611,195	40.43%	7,600,000
Data	573,853	58.85%	337,680	3.25	1,157,169	5.00	985,933	936,637	4.98%	800,000
Admin	1,875,575	11.02%	206,614	3.25	671,497	24.05	666,414	633,093	3.36%	500,000
Total	10,267,962	65.01%	6,674,990	3.25	21,727,333	136.83	19,807,427	18,817,055	100%	18,500,000

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Operating & Capital Budget

• Capital Budget

- A tool to plan and budget for purchase of equipment, computers, software, vehicles, and office renovations to support ATG's projected growth and expansion.
- The Capital Budget is developed each year from the staffing plan, equipment replacement schedule, software for upcoming projects, and Division requests.

• Budget Performance?

- Budget to Actual Report – Monitors ATG's financial performance throughout the year to ensure we stay on target and meet our corporate goals.
- ATG's Financial Performance is reported quarterly to staff in our Performance Metric Meeting.

Department	Practice	Location	Item	Description	Qty	Price	Subtotal	Tax	Total
Engineering	Roadway	Houston	Laptop computer	Mid level Engineer computer	1	\$ 3,400.00	\$3,400.00	\$280.50	\$3,680.50
Engineering	Roadway	Houston	Software	Mid level Engineer software	1	\$ 11,757.99	\$11,757.99	\$970.03	\$12,728.02
Engineering	Traffic	Austin	Laptop computer	EIT computer	1	\$ 3,400.00	\$3,400.00	\$280.50	\$3,680.50
Engineering	Traffic	Austin	Software	EIT software	1	\$ 15,172.06	\$15,172.06	\$1,251.69	\$16,423.75
Engineering	Traffic	Houston	Laptop computer	Mid level Engineer computer	1	\$ 3,400.00	\$3,400.00	\$280.50	\$3,680.50
Engineering	Traffic	Houston	Software	Mid level Engineer software	1	\$ 13,668.99	\$13,668.99	\$1,127.69	\$14,796.68

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Year 1 Initiatives 2020

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YEAR 1 - 2020



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We have 5 years to achieve our focus area goals and financial vision. 2020 is year 1. What's on my goal sheet for 2020?

1. Full implementation of the Strategic Marketing Plan which will direct our BD efforts and guide Annual Roadmaps and 90 day plans.
2. Commitment to Organizational Excellence – This year we will focus on Marketing/Proposal and HR SOP's to improve efficiencies, control costs, identify needed staff and provide support to the entire company.
3. Complete Communication – We will begin to improve communication inside the organization through a re-vamp of the Intranet and Digital Signage that keep employees informed with current information across locations. Also improved training and education about how we do business at Alliance.

Each year after, we will look back over the year, review the strategic plan and produce a new list to tackle each year!

2020 PERFORMANCE METRICS

METRIC	GOAL	GROWTH	DEFINITION
Job Starts	\$21,500,000	18% Increase (\$3.8 Million in Additional Job Starts)	Work awarded, negotiated, & under contract (expressed in net labor revenue)
Net Revenue	\$18,500,000	18% Increase (\$3.4 Million in Additional Net Revenue)	Gross Revenue less Expenses
Utilization	65.01%	.31% Increase	$\frac{\text{Total Job Chargeable Hours} \times \text{Base Rate}}{\text{Standard Hours} \times \text{Base Rate}}$
Multiplier	3.25	.05% Increase	$\frac{\text{NET Revenue}}{\text{Direct Labor Cost}}$
Accounts Receivable >120 Days	0	Remains the same	Billings with Payment Not Yet Received
MUT	2.11	.04 Increase	Multiplier x Utilization

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SEVEN KEYS TO GETTING MORE THINGS DONE: BY GERMANY KENT

1. Start
2. Don't make excuses
3. Celebrate Small Steps
4. Ignore Critics
5. Be consistent
6. Be Open
7. Stay Positive

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