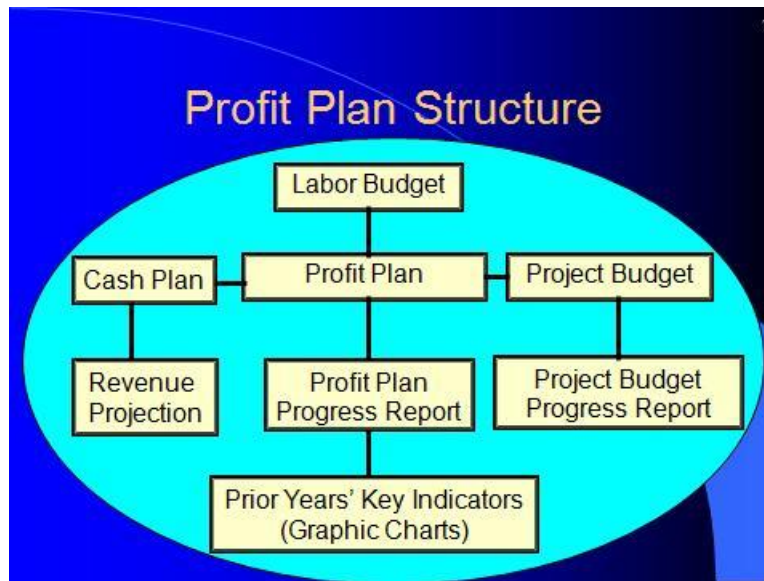


***CAPP***  
***Computer Aided Profit Plan***  
***for***  
***Design Firm***  
***Financial Planning and Control***



*Parkinson's Law...*

*"Work expands to fill the time available for its completion..."*

*PARKINSON: THE LAW by C. Northcote Parkinson.*

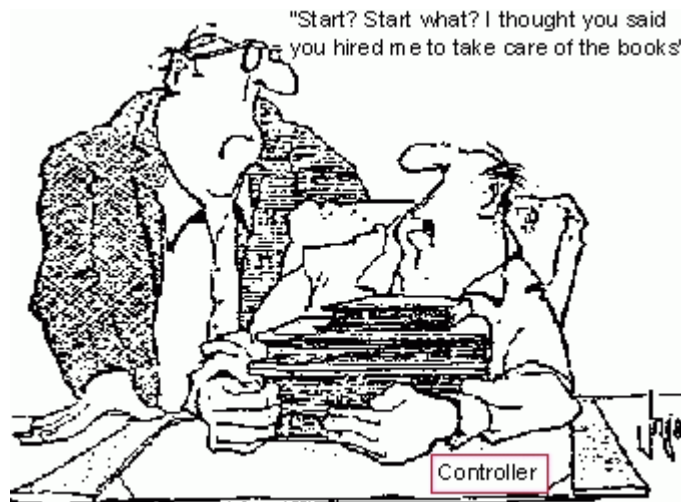
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## *Design Firm Financial Planning and Control*

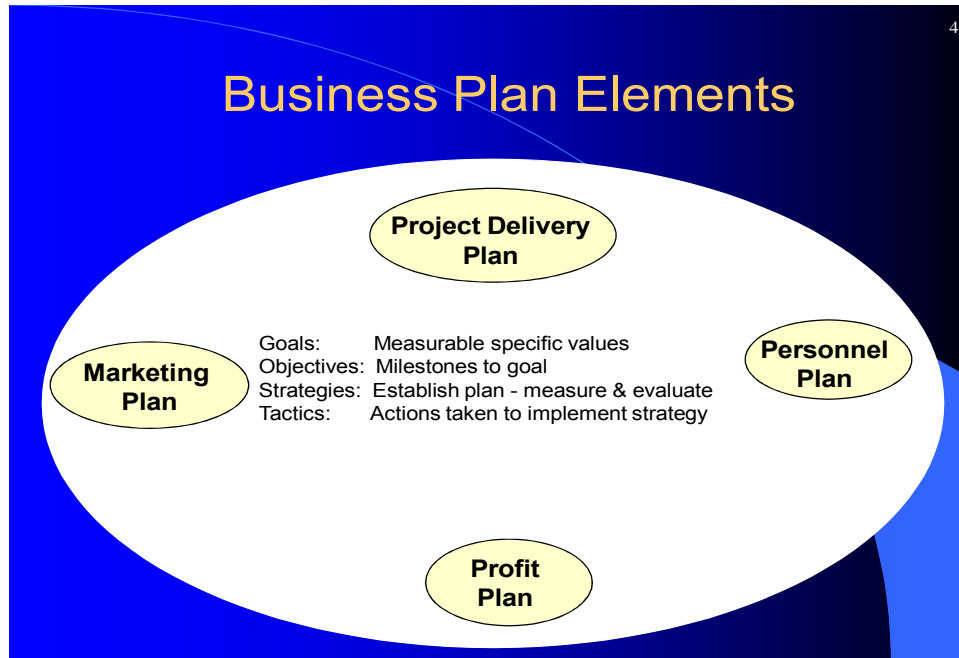
Planning and control are the two major factors in the financial success of your firm. Computer spreadsheet programs such as Microsoft Excel® automate the planning and control process. These spreadsheets have powerful 3-D modeling and file linking capabilities. The CAPP spreadsheet models demonstrate the powerful planning and analysis capabilities of these spreadsheet programs. Graphic charts of important key indicators of financial performance are produced that translate financial data into meaningful information. The CAPP spreadsheet model provides structure for your firm's profit plan.

The managing principal of a design firm is often an architect or engineer who is a non-financial manager not trained in accounting. This managing principal is responsible for making decisions that determine the firm's financial success. The CAPP spreadsheet templates communicate the analysis of the firm's operations in a meaningful way so that appropriate decisions can be made to keep the firm on target with the profit plan goals. This firm manager should have a basic understanding of the key indicators of financial performance and how they relate to the profit plan goal. The profit plan key indicators provide the benchmarks to measure and control the progress toward the firm's financial goals and objectives.



The profit plan goals and objectives must have specific values. If the profit plan goals and objectives have specific values, they can be measured. If the profit plan goals and objectives can be measured, then the profit plan can be managed and controlled. The controller's job is to measure the progress toward the profit plan goals and objectives.

The measuring process begins after the bookkeeping for the period is completed. Once the profit plan goal is established by a profit plan, progress toward that goal is measured and evaluated. Actual values are compared to planned values and variances are identified and analyzed. The results of analysis are interpreted so that informed decisions can be made on what actions need to be taken to reach the profit plan goal.



The business of a professional service firm is the provision of an hour of labor. Labor constitutes 2/3rds of most professional services firm's expense and is the most readily adjustable item of expense. In a professional service firm, time is money. The unit of service is the direct labor hour. Available direct labor hours determine the capacity of a professional service firm to generate revenue.

Labor-related ratios and multipliers are the key indicators of financial performance. Labor-related ratios and multipliers are the focus of financial control.

Analysis with ratios and multipliers:

- Require comparison and is most useful when relating current experience to prior performance and to a budget.
- Must recognize time.
- Are more useful when studied over several reporting periods to establish patterns.
- Is meaningful only if the manager understands the basis, limitations and values of each ratio.
- Enhance the meaning and understanding of the values when used on a continuing basis.

These key indicators of financial performance are comparable to firms of various sizes and the same firm from year to year. The labor-related key indicators of financial performance include:

1. Net Multiplier (Net Revenue divided by Direct Labor).
2. Revenue Factor (Net Revenue divided by Total Labor) or (Utilization Rate times Net Multiplier).
3. Overhead Rate (Indirect Expense divided by Direct Labor).
4. Operating Profit Multiplier (Operating Profit divided by Direct Labor).

## Design Firm Financial Planning and Control

5. Utilization Rate (Total Labor Dollars divided by Direct Labor Dollars).
6. Net Revenue per full-time-equivalent.
7. Operating Profit per full-time-equivalent.

### 1. Net Multiplier:

The net multiplier measures the revenue required for each dollar of direct labor spent on projects. A net multiplier of 3.00 means the firm needs \$3.00 of net revenue for each \$1.00 of direct labor spent on project to cover project labor, overhead and profit. The net multiplier is determined by the profit plan for the coming year. The 'effective net multiplier' is the actual net multiplier achieved. The net multiplier assumes that all project related costs other than labor are reimbursable dollar for dollar including consultants, project travel, printing, reproductions, etc. The net multiplier is composed of:

Direct labor multiplier	1.00
<u>Overhead multiplier</u>	<u>1.50</u>
Break-even multiplier	2.50
<u>Profit multiplier</u>	<u>.50</u>
Net multiplier	3.00

For time and materials projects, the net multiplier is a billing tool that converts direct labor dollars to billable dollars. The net multiplier is in essence the project budget for time and materials projects. For fixed fee contracts, use the net multiplier to determine the maximum amount of direct labor that can be spent on a project without eating into the firm's planned profit. Calculate the maximum number of direct labor hours by dividing the direct labor dollars by the average direct labor rate.

#### Example:

Total fixed fee	\$ 300,000
Less outside consultants	-100,000
Less other direct expense	<u>-20,000</u>
Net fee	\$ 180,000

Net multiplier	3.0
Net fee divided by net multiplier	\$ 60,000
Average direct labor rate from labor budget	<u>\$20.00</u>
Maximum direct labor hours for project	3,000

### 2. Revenue Factor:

The revenue factor is a labor-related key indicator that is a better indicator of a firm's efficiency than the net multiplier or utilization rate alone. The revenue factor is calculated by dividing net revenue by total labor dollars or by multiplying the net multiplier by the utilization rate. The result is the same. The profit plan revenue factor is used to check the balance between revenue (marketing plan) and labor (personnel plan). In other words, is there enough revenue to support the existing staff?

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This table shows the relationship between the two methods of calculation of the revenue factor. There is an inverse relationship between Net Multiplier and Utilization Rate.

### **Net Multiplier x Utilization Rate:**

Net Multiplier	3.00	2.80	3.00	3.14
Utilization Rate	0.65	0.70	0.70	0.70
Revenue Factor	1.95	1.95	2.10	2.20

### **Net Revenue divided by Total Labor:**

Net Revenue	97,500	100,000	110,000
Total Labor	50,000	45,455	50,000
Revenue Factor	1.95	2.20	2.20

Multiplying the firm's total labor expense by the profit plan revenue factor shows what the net revenue should be:

Total labor (actual)	\$ 500,000
Revenue factor (profit plan)	2.20
Net revenue (target)	1,100,000
Net revenue (actual)	1,000,000
Net revenue variance - over/(short)	\$ (100,000)

The above calculation indicates that the marketing plan may need to be evaluated. Are there enough revenue backlogs to support the current staff level or production capacity?

Dividing net revenue by the revenue factor shows how much total labor (not just direct labor) the firm should have to produce that much net revenue:

Net revenue (firm-wide)	\$ 1,000,000
Divided by revenue factor (profit plan)	2.20
Total labor (budget)	\$ 454,545
Total labor (actual)	\$ 500,000
Excessive labor	\$ 45,455

The above calculation indicates that the human resources or personnel plan may need to be evaluated. Is there too much 'capacity' for available revenue? Or has "work expanded to fill the available time...?" or are there too many non-technical overhead staff FTE's in proportion to available technical staff FTE's?

### **3. Overhead Rate:**

The overhead rate is a component of net multiplier. Overhead expenses are all costs not chargeable to specific projects such as rent, utilities and insurance. The overhead rate indicates the relationship of all indirect expense to each dollar of direct labor. The overhead rate is used to estimate the overhead expense for fixed-fee projects. The overhead rate is obtained by dividing indirect (overhead) expense by direct labor. An overhead rate of 150% means that for each \$1.00 of direct labor budgeted for a project; \$1.50 needs to be budgeted for overhead costs. If the total direct labor budget for a project is \$1,000, then the overhead budget would be \$1,500 (\$1,000 x 150%). Indirect labor is usually the greatest line-item overhead expense.

The most effective way to lower the overhead rate is to charge all project related labor and expense to the appropriate project. If a project's expense is charged to overhead, then all projects share in the cost of that project thus overstating the profit on that project and understating the profit on all other projects. Overhead expense is usually allocated to a project in the same proportion as direct labor charged to that project. Another method of overhead allocation is based on revenue. Most firms use Direct Labor rather than Revenue to allocate overhead to projects.

#### **4. Operating Profit Multiplier:**

The operating profit target multiple is a component of the net multiplier. The profit plan operating profit target is measured as a multiple of direct labor and as a percentage of net revenue. The multiple is calculated by dividing the operating profit target by the budget direct labor dollars. A multiple of .50 means that for each \$1.00 of direct labor spent on projects, \$0.50 is budgeted for profit before profit sharing distribution and taxes. The profit multiplier is used to estimate the profit for fixed-fee projects based on direct labor dollars. For example, a project budget with \$1,000 of direct labor expense would have \$500 of profit built into the fixed-fee.

#### **5. Utilization Rate:**

The utilization rate also known as *chargeability ratio* is the percentage of total labor dollars or hours spent or 'charged' to project production. The utilization rate may be calculated several ways and may be based on dollars or hours. This labor-related key indicator is calculated by dividing total direct labor dollars or hours by total labor dollars or hours. The best measure of firm-wide utilization is based on dollars since the billing net multiplier is applied to direct labor dollars, not hours.

The utilization rate is also calculated based on 'standard' hours. The concept of standard hours is based on full-time-equivalents (40 hours per week times 52 weeks per year). Calculate the utilization rate based on standard hours by dividing direct labor hours for the period by total standard hours for the period. The utilization rate '*rule of thumb*' for technical personnel in design firms is usually around 85%. The utilization rate '*rule of thumb*' for total staff is 65% to make a profit. Compare the actual firm-wide *standard utilization rate* to the labor budget utilization rate to see if the firm is on target.

#### **6. Net Revenue per Full-Time-Equivalent:**

Profit plan net revenue per full-time-equivalent establishes the target net revenue per staff member. Net revenue per full-time-equivalent is preferred over total revenue per staff since total revenue includes revenue passed through to outside consultants and would not be comparable from firm to firm. Net revenue per FTE is reduced to a common denominator that gives a meaningful basis for comparison of productivity for firms of various sizes. Compute this ratio for total staff and technical staff.

#### **7. Operating Profit per Full-Time-Equivalent (FTE):**

Operating profit per full-time-equivalent establishes the target operating profit per staff. Operating profit per FTE is profit before deductions for discretionary profit distributions and income taxes. Operating profit per FTE before deductions is a more comparable basis since discretionary distributions and taxes vary from firm to firm. Operating profit per FTE is reduced

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to a common denominator that gives a meaningful basis for comparison of profitability for firms of various sizes. The spreadsheet model computes the ratio for total staff and technical staff. The chart of operating profit per FTE compares the ratio to prior years' and the current year's profit plan target.



## Executive Summary – Analysis of Operations Word.docx

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The Executive Summary is a one-page quick and meaningful analysis of operations that includes all of the important key indicators of financial performance listed above. The analysis data comes from the monthly Time Analysis and Financial Statements produced by the Firm's Deltek Vision accounting system. The current year's actual values are compared to the profit plan and to actual values for the previous year along with the variance analysis. The Executive Summary along with graphic charts of current and prior year's key indicators make the analysis more meaningful, especially when the financial manager can relate to past events and decisions that improved or hurt the financial picture of the firm.

The Executive Summary Analysis of Operations Report is produced by an Excel spreadsheet file (REPORT.xlsx) linked to a Word.doc file (EXECUTIVE SUMMARY.docx). All values in the Executive Summary.docx file are updated when the values in the spreadsheet are changed or updated. No manual editing of the Executive Summary.docx file is required. Certain words in the Executive Summary.docx file change depending on whether the value in the spreadsheet is positive or negative. Words such as: more, less, increase, decrease, favorable or unfavorable change based on a formula value to be consistent with the variance analysis in the spreadsheet file.

The Executive Summary Report has three sections. The first section data comes from the Time Analysis Report and describes the variances in utilization and full-time-equivalents from the Profit Plan and for the same period-to-date last year.

The second section contains the analysis of variances from the profit plan and for the same period-to-date last year for the condensed Income Statement including key ratios and multipliers from the Profit Plan for the same period-to-date last year including:

- Total Revenue
- Net Revenue
- Revenue Factor
- Direct Labor
- Overhead
- Break-even
- Operating Profit

The third section includes comments about Cash and Accounts Receivable. The current year-to-date balances are compared to last year's year-to-date balances and accounts over ninety days old are compared. Other extraordinary comments could be included in the Executive Summary, but would have to be manually updated or edited each period.

**Executive Summary - Analysis of Operations  
For the 12 Months Ending  
12/31/08**

The firm-wide **utilization rate** based on dollars is 52.27% or -9.20% under plan of 61.47% and is -8.33% less than last year. The utilization rate based on hours for technical only is 64.23% or -12.37% under the 76.59% plan and is -8.62% less than last year. The firm-wide utilization rate based on standard hours is 49.98%. This is -9.75% under the plan rate of 59.73% and is -7.13% less than last year. Direct labor is \$(376,614) under the plan and indirect labor is \$263,146 over plan. Total labor is \$(113,469) under plan and is \$352,914 more than last year.

Total **full time equivalents** of 54.48 is (1.99) under the 56.47 plan and is 4.10 more than last year. Net overtime hours of 369.5 are 0.18 full time equivalents. Technical **full time equivalents** of 42.26 are (1.78) under plan of 44.04 and is 3.45 more than last year. Technical overtime percentage of 0.65% represents 0.27 full time equivalents. Technical direct hours of 56,888 are (13,272) hours under the 70,160 plan and is (2,147) hours less than last year. The firm wide **overtime percentage** of 0.32% is -1.44% less than last year. The ratio of technical full time equivalents to non-technical full time equivalents based on hours is 3.46 to 1. This is (0.08) the 3.54 plan and is 0.10 more than last year.

**Total revenue** of \$8,897,533 is \$(2,471,195) under the \$11,353,916 plan and is \$(691,247) less than last year. Total revenue is 153.63% of net revenue compared to 154.34% last year. The actual percentage is -7.27% under the 160.90% profit plan.

**Net revenue** of \$5,791,705 is \$(1,274,046) under the \$7,065,751 plan and is \$(421,207) less than last year. The unfavorable **volume variance** of \$(1,336,611) is the result of (13,272) direct labor hours under plan at \$100.71 per hour. The favorable **price variance** of \$62,566 is the result of 56,888 direct hours at \$1.10 over the \$101.81 plan. Net revenue **per direct hour** of \$101.81 is \$(3.43) less than last year. The **net multiplier** of 3.32 is (0.01) under plan of 3.33 and is (0.12) less than last year. Net revenue **per full time equivalent** of \$106,314 is \$(18,810) under the \$125,124 plan and is \$(17,004) less than last year. Net revenue **per technical full time equivalent** of \$137,051 is \$(23,394) under the \$160,445 plan and is \$(23,021) less than last year.

The **revenue factor** of 1.74 is (0.31) under the 2.05 plan and is (0.35) less than last year. Based on the planned revenue factor, net revenue should be 1,041,604 more than actual--calculated by multiplying actual labor times the planned revenue factor or total labor should be \$(508,469) less than actual--calculated by dividing actual net revenue by the planned revenue factor.

**Direct labor** of \$1,743,502 is \$(376,614) under the \$2,120,117 plan and is \$(64,086) less than last year. The **average direct labor rate** of \$30.65 is \$0.43 over the \$30.22 plan and is \$0.03 more than last year. **Total labor** is 57.60% of net revenue. This is 8.78% over the 48.82% plan and is 9.59% more than last year. The **volume variance** of \$(401,057) is the result of (13,272) direct hours under the planned direct labor rate at \$30.22 per hour. The **price variance** of \$24,443 is the result of 56,888 direct hours at 0.43 over the planned direct labor rate.

**Overhead** of \$3,362,097 is \$58,774 over the \$3,303,323 plan and is \$436,989 more than last year. Indirect labor is \$263,146 over plan compared to \$417,000 more last year. The volume variance of \$(624,882) is the result of (13,272) direct hours under plan at \$47.08 per hour. The price variance of \$683,656 is the result of 56,888 direct labor hours at \$12.02 over the \$47.08 plan. Overhead per direct hour of \$59.10 is \$12.02 over the \$47.08 plan and is \$9.55 more than last year. The **overhead rate** of 1.93 is 0.37 over the 1.56 plan and is 0.31 more than last year.

The **break-even multiplier** of 2.93 is 0.37 over the 2.56 plan and is 0.31 more than last year. The **break-even rate** of \$89.75 per direct hour is \$12.45 over the \$77.30 plan and is \$9.58 more than last year. The break-even multiplier and rate is composed of direct labor and overhead.

**Operating profit** of \$686,106 is \$(956,205) under the \$1,642,311 plan. This is \$(794,110) less than last year. The **operating profit multiplier** of 0.39 is (0.38) under the 0.77 plan and is (0.43) less than last year. **Operating profit per direct hour** of \$12.06 is \$(11.35) under the \$23.41 plan and is \$(13.01) less than last year. Operating profit/ (loss) is 11.85% of net revenue compared to 23.82% last year. This is -11.40% under the 23.24% profit plan percentage. The operating profit variance of \$(956,205) is composed of a net unfavorable volume variance of \$(310,672) and a net unfavorable price variance of \$(645,533). **Operating profit per full time equivalent** of \$12,594 is \$(16,489) under plan of \$29,083 and is \$(16,786) less than last year. **Operating profit per technical full time equivalent** of \$16,236 is \$(21,057) under the \$37,293 plan and is \$(21,901) less than last year.

The **cash balance** of \$(78,162) is \$ less than last year. **Accounts receivable** of \$1,550,226 is \$(659,899) less than last year. Accounts receivable over 90 days is \$96,038 and is 6.20% of the total. Last year's accounts receivable over 90 days was \$358,128 or 16.20% of the total.

## REPORT.xlsx Workbook Tabs:

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The REPORT.xlsx spreadsheet workbook has sixteen tabs. Current year's data is entered in the first tab. Prior year's data is entered in the second tab. The third tab is the variance analysis for the current year-to-date actual values compared to the current year year-to-date budget and last year's year-to-date actual values.

### **Tab-1 Current Year's Data:**

In the first section of this tab, sub-totals from the current period's Time Analysis Report and Income Statement are entered. The highlighted cells indicate the data entry area. All other values are calculated from formulas. The Deltek Vision Time Analysis Report should be sorted with subtotals for technical and non-technical staff to obtain the data entry values for this tab. The year-to-date values are calculated in column O. Update the period number in cell O3. Change the dates in cells O4 and P4 to update the current period for this year and last year. Update the values in column P. The data in column P comes from a copy of last year's report or from last year's Deltek Vision Time Analysis, Income Statement and Aged Account Receivable Report.

The values in column Q for the current year's Profit Plan are copied by formula from the Plan.xlsx workbook. The monthly objective values in column R are calculated by a formula that divides the annual plan values in column Q by twelve months. Update the cash balance on Row 42 from the current period's Balance Sheet and copy to column O to update the year-to-date value. Update the Aged Accounts Receivable data from the Aged Accounts Receivable Report for the current period.

The calculated values for the accumulated graphic chart data for the current year begin on row 123 of Tab-1. The first four graphic charts are linked to data in the Current Data tab and accumulated for the twelve months. All other values in the Current Data section are calculated from formulas using values from the data entry area. There are only 48 values to enter or update in Tab-1 Current Data to produce the monthly Executive Summary Report – Analysis of Operations and thirteen Graphic Charts of financial performance.

### **Tab-2 Prior Year's Data:**

The data rows in Tab-2 Prior Year's Data are the same as the Current Year's Data in the workbook tab for the Current Year's Data. Enter actual historical data for the twelve prior years for Time Analysis, Standard Hours, Overtime, Condensed Income Statement and Cash and Accounts Receivable data. Enter the oldest prior year data in Column D. The previous year is hidden in column C. Hide any unused columns to the left of Column P so the graphic charts appear correctly. Column P data is calculated values based on formulas in those cells that copy actual values from Tab-1 for YTD. The calculated values in column Q is copied from the Plan.xlsx workbook.

### **Tab-3 Variance Analysis:**

All values in the 3-Analysis tab are from formulas linked to calculated values in Tab-1 Current Data tab and Tab-2 Prior Data. No data entry update is required in Tab-3 Analysis. The values in Columns G, I and J are words that change based on the positive or negative value of the data in the cell formulas for over/under, more/less, and increase/decrease. The values in the Executive Summary Report – Analysis of Operations are linked to the values in the

## *Design Firm Financial Planning and Control*

REPORT.xlsx spreadsheet workbook tab 3-Analysis. When the values in Tab-3 Analysis change, the values in the Executive Summary Report also change.

### **Price/Volume Variance Analysis:**

The last section of Tab-3 Analysis shows the calculation of the price-volume variance analysis for the categories of the profit plan. The categories are Net Revenue, Direct Labor, Overhead and Operating Profit. The price-volume variance analysis values are copied to the Executive Summary Report. Price variance is due to the difference actually charged for an hour of direct labor and the planned rate. Volume variances are due to the difference in the actual number of direct labor hours charged to projects and the profit plan available direct labor hours based on the target utilization rates for technical employees.

The next thirteen tabs are graphic charts that are included with the Executive Summary Report. The Graphic Charts are placed behind the Executive Summary Report. The first four graphic charts show the progress toward the monthly objectives and Profit Plan goals for the current year. These Graphic Charts include:

### **Tab-1 Net Revenue and Operating Profit:**

Compares budget to actual for the current year's net revenue and operating profit.

### **Tab-2 Total Labor, Direct and Indirect Labor:**

Compares budget to actual for the current year's total labor, direct and indirect labor.

### **Tab-3 Overhead and Indirect Labor:**

Shows how much of the current year's overhead variance is due to the variance in Indirect Labor.

### **Tab-4 Cash Flow Plan vs. Actual Cash and Accounts Receivable:**

Compares actual cash balance and accounts receivable to the Cash Plan for the Profit Plan year. This graphic chart shows the relationship between actual cash and accounts receivable by showing how much of accounts receivable need to be collected to reach the cash plan target.

The other Graphic Charts compare current year's experience to the twelve prior year's actual performance and the current year's Profit Plan. These Graphic Charts include:

### **Tab-5 Absolute Values:**

Compares actual year-to-date values to the Profit Plan budget and twelve years actual values for Total Revenue, Net Revenue, Break-even and Direct Labor. The gap between Total Revenue and Net Revenue represents pass-through revenue paid to outside consultants. The gap between Net Revenue and Break-even represents Operating Profit. The gap between Break-even and Direct Labor represents Overhead Expense.

### **Tab-6 Full-time-equivalents:**

Compares actual year-to-date values to the Profit Plan and twelve prior year's actual values for Technical FTE's and Non-technical FTE's using a stacked bar chart that shows Total FTE's.

### **Tab-7 Net Revenue and Operating Profit per Full-time-equivalent:**

Compares actual year-to-date values to the Profit Plan and twelve prior year's actual values for New Revenue and Operating Profit per Total Staff and Technical Staff.

**Tab-8 Utilization Rates:**

Compares the current year-to-date actual utilization rates based on firm-wide dollars, firm-wide Standard Hours and Hours for Technical Staff only. The focus here is on Utilization based on Dollars rather than Hours, since billing is based on dollars rather than hours.

**Tab-9 Per Direct Hour:**

Compares actual year-to-date values to the Profit Plan and twelve prior year's actual values for net revenue, average direct labor rate, overhead expense, break-even rate and operating profit.

**Tab-10 Multiples of Direct Labor:**

Compares actual year-to-date values to the Profit Plan and twelve prior year's actual values for net revenue, overhead rate, break-even rate and operating profit.

**Tab-11 Revenue Factor:**

Compares actual year-to-date values to the Profit Plan and twelve prior year's actual values for labor percentage of net revenue, revenue factor, net multiplier and utilization rate based on dollars.

**Tab-12 Cash and Accounts Receivable:**

Compares actual year-to-date values to twelve prior year's actual values for Cash and Accounts Receivable at year-end. This graphic chart shows how cash and accounts receivable are managed at year-end for firms keeping books on the accrual basis and reporting for income tax on the cash basis. Cash tends to be understated and accounts receivable over-stated by managing cash deposits and accounts receivable collections at year end.

**Tab-13 Total Cash & Accounts Receivable at Year-end:**

Compares actual cash and accounts receivable to prior year's in a stacked bar graph. This shows the total quick assets for the firm at year-end.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	
			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Year-to-Date	Last			
			Period	Period	Period	Period	Period	Period	Period	Period	Period	Period	Period	Period	Period	YTD			
			1	2	3	4	5	6	7	8	9	10	11	12	12	Actual			
			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	12/31/08	12/31/07	Plan2008	Monthly Objective	
5	<b>Time Analysis</b>																		
6		Technical direct	6,131	5,357	6,044	5,500	4,457	6,517	5,442	4,831	3,921	3,362	2,760	2,566	56,888	59,035	70,160	5,847	
7		Technical indirect	1,012	1,005	1,620	1,630	1,993	662	1,543	1,898	2,885	3,166	3,646	3,339	24,399	17,763	12,879	1,073	
8		Technical indirect PTO	491	862	248	68	526	131	399	313	1,035	615	908	1,693	7,289	4,244	8,562	713	
9		Total technical	7,634	7,224	7,912	7,198	6,976	7,310	7,384	7,042	7,841	7,143	7,314	7,598	88,576	81,042	91,600	7,633	
10		Non-technical indirect	1,822	1,826	1,975	1,919	1,847	2,010	2,031	2,108	2,228	1,911	1,756	1,778	23,211	22,199	23,822	1,985	
11		Non-technical indirect PTO	223	316	158	15	168	54	247	73	280	135	351	378	2,398	1,955	2,036	170	
12		Total nontechnical	2,045	2,142	2,133	1,934	2,015	2,064	2,278	2,181	2,508	2,046	2,107	2,156	25,609	24,154	25,858	2,155	
13																			
14		Total technical and nontechnical	9,679	9,366	10,045	9,132	8,991	9,374	9,662	9,223	10,349	9,189	9,421	9,754	114,185	105,196	117,458	9,788	
15																			
16		Standard hours	176	168	184	168	168	176	176	168	184	168	176	184	2,096	2,088	2,080	173	
17																			
18		Overtime																	
19		Technical OT	161.5	218.5	247.5	49.0	25.0	110.0	160.5	38.5	(52.0)	(150.5)	(168.0)	(67.5)	572.5	1,972.0	0.0	0.0	
20		Non-technical OT	(82.5)	(15.5)	(29.5)	28.5	(15.5)	8.5	9.0	(19.0)	19.5	(31.0)	(21.0)	(54.5)	(203.0)	(144.5)	0.0	0.0	
21		Total overtime	79.0	203.0	218.0	77.5	9.5	118.5	169.5	19.5	(32.5)	(181.5)	(189.0)	(122.0)	369.5	1,827.5	0.0	0.0	
22																			
23		Row Condensed Income Statement																	
24		Total Revenue - % of Net Revenue	138.30%	162.37%	131.92%	126.10%	129.33%	154.67%	155.29%	224.67%	168.59%	219.56%	-157.26%	256.17%	153.63%	154.34%	160.90%	160.90%	
25	1	Total revenue	1,236,208	910,683	1,066,386	960,528	918,914	970,185	903,202	480,036	542,933	373,823	65,487	469,149	8,897,533.41	9,588,780	#####	947,394	
26	2	Less: Total reimbursable expense	206,707	9,542	143,054	239,737	196,087	235,511	213,887	83,993	19,285	120,754	58,856	(281,718)	1,245,694.37	1,720,430	2,419,845	201,654	
27	3	Less: Total direct expense (including	328,342	507,344	297,882	126,046	147,377	310,176	271,290	329,666	317,346	186,903	135,755	645,510	3,603,636.05	3,463,026	4,003,249	333,604	
28	4	Gross Profit	701,159	393,798	625,450	594,745	575,450	424,497	418,025	66,377	206,302	66,166	(129,124)	105,356	4,048,202.99	4,405,324	4,945,634	412,136	
29	5	Plus: Direct labor	192,729	167,063	182,904	166,993	135,069	202,751	163,605	147,287	115,741	104,094	87,482	77,784	1,743,502.49	1,807,588	2,120,117	176,676	
30	6	Net revenue	893,889	560,860	808,354	761,739	710,519	627,249	581,630	213,664	322,044	170,260	(41,642)	183,141	5,791,705.48	6,212,912	7,065,751	588,813	
31	7	Indirect labor	74,579	84,165	88,484	112,447	121,532	65,950	98,041	118,888	123,896	148,541	151,148	118,658	1,306,328.50	1,027,246	992,787	82,732	
32	8	Indirect labor - paid time off	14,529	29,989	8,782	(862)	18,855	6,654	16,244	11,437	40,235	25,639	38,638	75,777	285,917.65	148,000	336,313	28,026	
33	9	Total Indirect Labor	89,108	114,154	97,266	111,585	140,387	72,603	114,285	130,326	164,131	174,180	189,786	194,435	1,592,246.15	1,175,246	1,329,101	110,758	
34	10	Other indirect expense	158,481	199,366	150,921	158,720	135,678	143,674	152,082	154,402	154,083	186,040	44,625	131,779	1,769,850.84	1,749,862	1,142,209	95,184	
35	11	Total Overhead expense	247,589	313,520	248,186	270,305	276,066	216,277	266,368	284,728	318,214	360,220	234,411	326,213	3,362,096.99	2,925,108	3,303,323	275,277	
36	12	Break-even	440,318	480,582	431,090	437,299	411,135	419,028	429,972	432,015	433,955	464,314	321,893	403,998	5,105,599.48	4,732,696	5,423,440	451,953	
37	13	Operating profit	453,571	80,278	377,264	324,440	299,384	208,220	151,658	(218,351)	(111,912)	(294,054)	(363,535)	(220,857)	686,106.00	1,480,216	1,642,311	136,859	
38		Operating Profit - % of Net Revenue	50.74%	14.31%	46.67%	42.59%	42.14%	33.20%	26.07%	-102.19%	-34.75%	-172.71%	873.00%	-120.59%	11.85%	23.82%	23.24%	23.24%	
39																			
40		Cash vs. Accounts Receivable:																	
41		Cash Plan	58,610	322,951	406,879	410,002	646,396	744,193	882,790	1,021,387	1,119,184	1,257,781	1,396,378	1,177,776				117,776	
42		Cash Balance	185,866	(467,177)	(194,274)	(35,802)	258,643	496,281	229,850	389,884	564,291	(66,492)	554,773	(78,162)	(78,162)	64,110		0	
43		Accounts Receivable	1,624,010	2,292,938	2,312,729	2,152,621	1,831,604	1,863,473	2,109,440	1,605,621	1,469,145	2,034,173	860,828	1,550,226	1,550,226	2,210,125	0	0	
44		Travel Advance	1,480	1,640	2,320	2,960	3,200	4,080	6,520	7,080	7,700	7,940	8,300	540		540	420	0	
45		Employees	223	354	1,011	799	512	795	1,757	1,997	2,227	2,565	2,451	53	53	10	0	0	
46		Current	852,120	1,115,169	1,241,433	1,257,650	451,218	697,783	724,368	347,135	395,092	686,722	335,068	1,010,472	1,010,472	774,486	0	0	
47		Over 30	159,942	334,265	213,137	175,915	403,343	223,648	217,059	16,823	82,587	450,479	246,762	334,718	334,718	889,150	0	0	
48		Over 60	148,234	255,742	209,280	143,303	262,924	157,733	222,569	105,666	(2,245)	51,183	193,760	108,403	108,403	187,931	0	0	
49		Over 90 Other	462,011	585,768	645,548	571,994	710,408	779,434	937,167	1,126,919	983,783	835,283	74,487	96,038	96,038	358,128	0	0	
50																			
51		Work-in-progress/Unbilled Services																	
52			596,196	393,078	440,490	470,053	770,661	832,853	1,011,688	1,124,825	1,040,516	727,828	467,965	284,177					









	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1			1	2	3	4	5	6	7	8	9	10	11	12		
2			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan2008
3			10/31/96	10/31/97	10/31/98	10/31/99	10/31/00	10/31/01	10/31/02	10/31/03	10/31/04	10/31/05	10/31/06	10/31/07	2008-YTD	Plan2008
51	<b>Overtime percentage</b>															
52	Technical		5.29%	5.05%	1.40%	3.27%	3.46%	0.23%	0.58%	0.21%	1.67%	-0.04%	0.77%	2.49%	0.65%	0.00%
53	NonTechnical		1.36%	0.40%	-0.16%	-0.34%	-0.61%	-1.49%	-0.78%	-3.85%	-2.74%	-2.13%	-2.10%	-0.59%	-0.79%	0.00%
54	Average overtime percentage firmwide		4.28%	3.99%	1.04%	2.42%	2.50%	-0.19%	0.21%	-0.92%	0.45%	-0.54%	0.06%	1.77%	0.32%	0.00%
55	<b>Full-time-equivalents: Tech/NonTech</b>															
56	Technical-regular FTE		42.78	46.56	45.80	44.62	40.21	38.94	30.98	30.71	31.54	35.85	34.60	37.87	41.99	44.04
58	Technical-overtime FTE		2.26	2.35	0.64	1.46	1.39	0.09	0.18	0.06	0.53	(0.02)	0.27	0.94	0.27	0.00
59	Total technical FTE		45.04	48.91	46.44	46.08	41.60	39.03	31.16	30.78	32.06	35.83	34.87	38.81	42.26	44.04
60	NonTechnical regular FTE		14.85	13.76	13.85	13.66	12.35	12.54	11.39	11.75	12.00	11.33	11.50	11.64	12.31	12.43
61	NonTechnical overtime FTE		0.20	0.06	(0.02)	(0.05)	(0.07)	(0.19)	(0.09)	(0.45)	(0.33)	(0.24)	(0.24)	(0.07)	(0.10)	0.00
62	Total nontechnical FTE		15.06	13.82	13.83	13.61	12.28	12.35	11.30	11.30	11.67	11.09	11.25	11.57	12.22	12.43
63	Total FTE		60.10	62.72	60.26	59.69	53.87	51.39	42.46	42.08	43.73	46.92	46.13	50.38	54.48	56.47
64	<b>Ratio: Technical/NonTechnical</b>															
65			2.99	3.54	3.36	3.38	3.39	3.16	2.76	2.72	2.75	3.23	3.10	3.36	3.46	3.54
66	<b>FTE: Regular+Overtime</b>															
67	FTE-Regular		57.63	60.32	59.65	58.28	52.56	51.48	42.37	42.47	43.54	47.18	46.10	49.51	54.30	56.47
69	FTE-Overtime		2.46	2.40	0.62	1.41	1.32	(0.10)	0.09	(0.39)	0.20	(0.26)	0.03	0.88	0.18	0.00
70	FTE-Total		60.10	62.72	60.26	59.69	53.87	51.39	42.46	42.08	43.73	46.92	46.13	50.38	54.48	56.47
71	<b>Utilization rates:</b>															
72	Firm-wide dollars		62.37%	66.65%	57.09%	59.41%	63.25%	51.33%	49.87%	56.87%	55.79%	53.84%	52.57%	60.60%	52.27%	61.47%
74	Firm-wide standard hours		63.77%	66.35%	58.04%	61.79%	61.52%	50.14%	47.24%	53.03%	52.45%	50.47%	50.23%	57.11%	49.98%	59.73%
75	Firm-wide total hours		61.15%	63.81%	57.44%	60.33%	60.02%	50.23%	47.14%	53.52%	52.21%	50.74%	50.21%	56.12%	49.82%	59.73%
76	Technical only hours		81.60%	81.83%	74.54%	78.15%	77.73%	66.13%	64.23%	73.18%	71.22%	66.45%	66.41%	72.84%	64.23%	76.59%
77	<b>Per Direct Hour</b>															
78	Net revenue		65.95	79.38	73.40	75.14	82.67	82.06	82.92	103.56	90.85	98.18	109.51	105.24	101.81	100.71
80	Average direct labor rate		22.06	22.97	23.47	23.94	25.78	25.20	24.73	26.15	27.75	27.16	29.78	30.62	30.65	30.22
81	Overhead expense		27.32	25.13	32.38	30.80	37.73	49.59	52.70	45.16	51.23	50.26	53.80	49.58	59.10	47.08
82	Break-even		49.38	48.10	55.85	54.74	63.51	74.79	77.43	71.31	78.97	77.43	83.58	80.20	89.75	77.30
83	Operating profit		16.56	31.28	17.54	20.40	19.16	7.27	5.49	32.24	11.87	20.76	25.93	25.04	12.06	23.41
84																

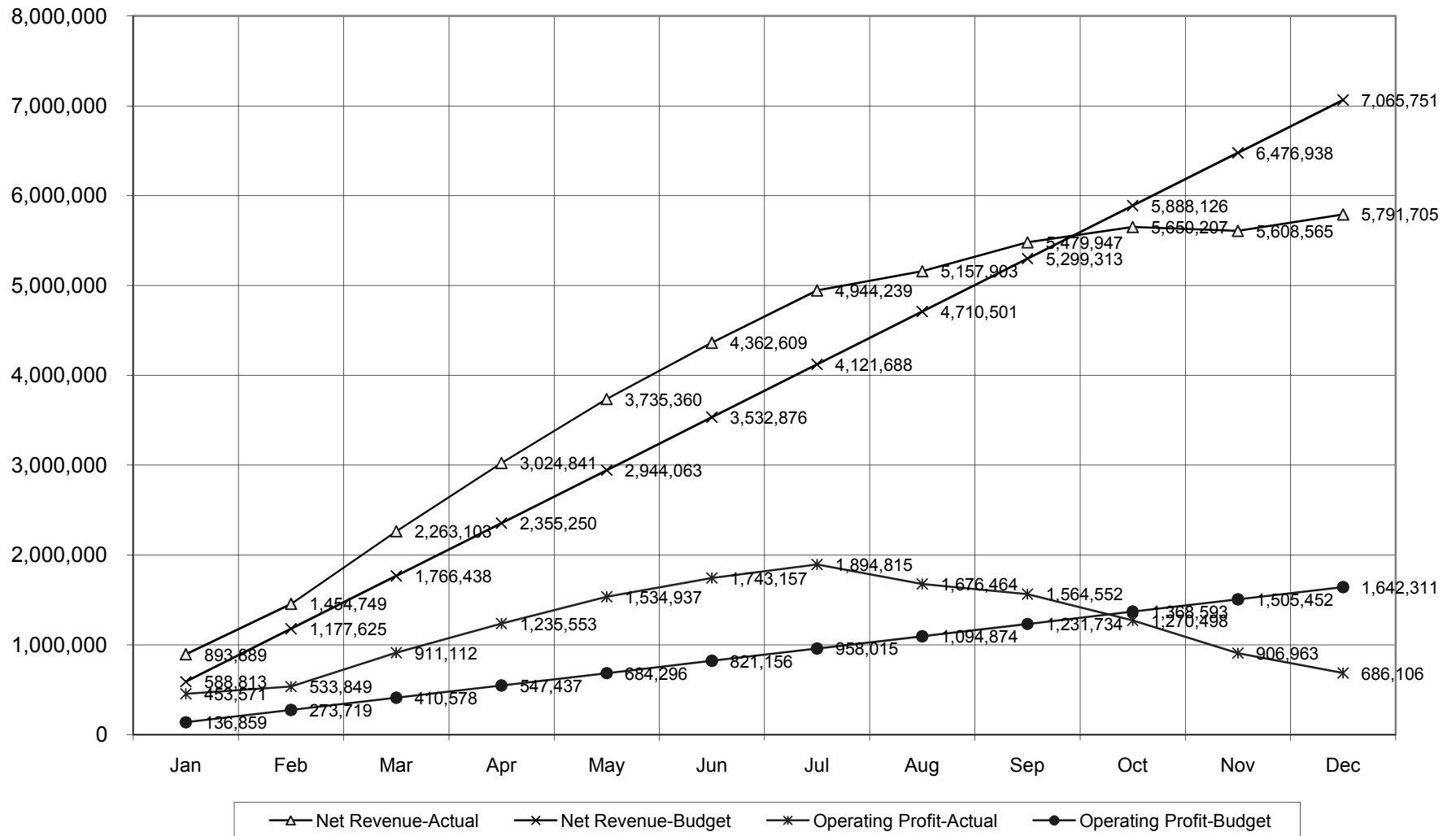
	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1			1	2	3	4	5	6	7	8	9	10	11	12		
2			Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Plan2008
3			10/31/96	10/31/97	10/31/98	10/31/99	10/31/00	10/31/01	10/31/02	10/31/03	10/31/04	10/31/05	10/31/06	10/31/07	2008-YTD	Plan2008
85		<b>Labor variance</b>														
86		Direct Labor	1,699,258	1,919,843	1,689,835	1,792,764	1,747,280	1,358,182	1,033,645	1,229,905	1,317,903	1,350,396	1,439,999	1,807,588	1,743,502	2,120,117
87		Indirect Labor	1,025,360	960,666	1,269,884	1,225,037	1,015,173	1,287,702	1,039,101	932,709	1,044,391	1,157,749	1,299,283	1,175,246	1,592,246	1,329,101
88		Total Labor	2,724,618	2,880,509	2,959,719	3,017,801	2,762,453	2,645,884	2,072,747	2,162,613	2,362,294	2,508,145	2,739,282	2,982,834	3,335,749	3,449,217
89																
90		<b>Labor percentage of net revenue</b>	53.63%	43.42%	56.01%	53.62%	49.30%	59.82%	59.82%	44.41%	54.75%	51.38%	51.73%	48.01%	57.60%	48.82%
91		Total labor	2,724,618	2,880,509	2,959,719	3,017,801	2,762,453	2,645,884	2,072,747	2,162,613	2,362,294	2,508,145	2,739,282	2,982,834	3,335,749	3,449,217
92		Net revenue	5,080,186	6,633,419	5,284,723	5,627,666	5,603,014	4,422,749	3,465,211	4,869,755	4,314,949	4,881,222	5,295,293	6,212,912	5,791,705	7,065,751
93																
94		<b>Multiples of Direct Labor</b>														
95		Net revenue	2.99	3.46	3.13	3.14	3.21	3.26	3.35	3.96	3.27	3.61	3.68	3.44	3.32	3.33
96		Direct labor	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
97		Overhead rate	1.24	1.09	1.38	1.29	1.46	1.97	2.13	1.73	1.85	1.85	1.81	1.62	1.93	1.56
98		Break-even	2.24	2.09	2.38	2.29	2.46	2.97	3.13	2.73	2.85	2.85	2.81	2.62	2.93	2.56
99		Operating profit	0.75	1.36	0.75	0.85	0.74	0.29	0.22	1.23	0.43	0.76	0.87	0.82	0.39	0.77
100																
101		<b>Net Revenue per FTE</b>														
102		Net Revenue, Total staff	84,533	105,755	87,692	94,284	104,005	86,066	81,619	115,729	98,665	104,026	114,801	123,318	106,314	125,124
103		Net Revenue Technical staff	112,791	135,637	113,799	122,139	134,696	113,306	111,211	158,226	134,575	136,218	151,853	160,072	137,051	160,445
104																
105		<b>Operating Profit per FTE</b>														
106		Profit, Total staff	21,233	41,674	20,962	25,595	24,107	7,621	5,403	36,035	12,896	21,992	27,181	29,340	12,594	29,083
107		Profit, Technical staff	28,331	53,449	27,203	33,156	31,221	10,033	7,362	49,267	17,590	28,798	35,954	38,085	16,236	37,293
108																
109		<b>Revenue factor</b>	1.86	2.30	1.79	1.86	2.03	1.67	1.67	2.25	1.83	1.95	1.93	2.08	1.74	2.05
110		Net multiplier	2.99	3.46	3.13	3.14	3.21	3.26	3.35	3.96	3.27	3.61	3.68	3.44	3.32	3.33
111		Utilization rate	62.37%	66.65%	57.09%	59.41%	63.25%	51.33%	49.87%	56.87%	55.79%	53.84%	52.57%	60.60%	52.27%	61.47%
112																
113		<b>Labor Multiplier (Revenue Factor)</b>	1.86	2.30	1.79	1.86	2.03	1.67	1.67	2.25	1.83	1.95	1.93	2.08	1.74	2.05
114		Net revenue	5,080,186	6,633,419	5,284,723	5,627,666	5,603,014	4,422,749	3,465,211	4,869,755	4,314,949	4,881,222	5,295,293	6,212,912	5,791,705	7,065,751
115		Total labor	2,724,618	2,880,509	2,959,719	3,017,801	2,762,453	2,645,884	2,072,747	2,162,613	2,362,294	2,508,145	2,739,282	2,982,834	3,335,749	3,449,217

	A	B	C	D	E	F	G	H	I	J	K	L	M
1			12/31/08	12/31/08	12/31/07						12/31/08	12/31/08	12/31/07
2			Current	Current	Last	Current	Current	Last	Last	Current	Current	Current	Last
3			YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD
4			Actual	Plan	Actual	Variance	Label	Variance	Label	Variance	Actual	Plan	Actual
5			<b>Time Analysis (hours)</b>										
6		Technical di	56,888	70,160	59,035	(13,272)	under	(2,147)	less				
7		Technical in	24,399	12,879	17,763	11,521		6,636					
8		Technical in	7,289	8,562	4,244	(1,273)		3,045					
9		Total technk	88,576	91,600	81,042	(3,024)		7,534					
10		Non-technic	23,211	23,822	22,199	(611)		1,012					
11		Non-technic	2,398	2,036	1,955	362		443					
12		Total nontec	25,609	25,858	24,154	(249)		1,455					
13													
14		Total technk	114,185	117,458	105,196	(3,273)	under	8,989	more				
15													
16		Standard h	2,096	2,080	2,088	16		8					
17													
18			<b>Overtime (hours)</b>										
19		Technical O	572.5	0.0	1,972.0	572.5	over	(1,399.5)	less				
20		Non-technic	(203.0)	0.0	(144.5)	(203.0)	under	(58.5)	less				
21		Total overtin	369.5	0.0	1,827.5	369.5	over	(1,458.0)	less				
22													
23	Row	<b>Condensed Income Statement</b>											
24		Total Reven	153.63%	160.90%	154.34%	-7.27%	under	-0.71%	less				
25	1	Total reven	8,897,533	#####	9,588,780	(2,471,195)	under	(691,247)	less	153.63%	160.90%	154.34%	
26	2	Less: Total r	1,245,694	2,419,845	1,720,430	(1,174,151)		(474,736)		21.51%	34.25%	27.69%	
27	3	Less: Total c	3,603,636	4,003,249	3,463,026	(399,613)		140,610		62.22%	56.66%	55.74%	
28	4	Gross Profit	4,048,203	4,945,634	4,405,324	(897,431)		(357,121)		69.90%	69.99%	70.91%	
29	5	Plus: Direct	1,743,502	2,120,117	1,807,588	(376,614)	under	(64,086)	less	30.10%	30.01%	29.09%	
30	6	Net revenue	5,791,705	7,065,751	6,212,912	(1,274,046)	under	(421,207)	less	100.00%	100.00%	100.00%	
31	7	Indirect labr	1,306,329	992,787	1,027,246	313,541		279,082		22.56%	14.05%	2.38%	
32	8	Indirect labr	285,918	336,313	148,000	(50,396)		137,918		4.94%	4.76%	2.38%	
33	9	Total Indire	1,592,246	1,329,101	1,175,246	283,146	over	417,000	more	27.49%	18.81%	18.92%	
34	10	Other indire	1,769,851	1,142,209	1,749,862	627,642		19,989		30.56%	16.17%	28.16%	
35	11	Total Overf	3,362,097	3,303,323	2,925,108	58,774	over	436,989	more	58.05%	46.75%	47.08%	
36	12	Break-even	5,105,599	5,423,440	4,732,696	(317,840)	under	372,903	more	88.15%	76.76%	76.18%	
37	13	Operating p	686,106	1,642,311	1,480,216	(956,205)	under	(794,110)	less	11.85%	23.24%	23.82%	
38		Operating F	11.85%	23.24%	23.82%	-11.40%	under	-11.98%	34.64%				
39													
40		<b>Cash vs. Accounts Receivable:</b>											
41		Cash balan	(78,162)		64,110			(142,272)	less				
42		Accounts re	1,550,226	100.00%	2,210,125	100.00%		(659,899)	less				
43		Travel Adv	540	0.03%	420	0.02%		120					
44		Employees	53	0.00%	10	0.00%		43					
45		Current	1,010,472	65.18%	774,486	35.04%		235,986					
46		Over 30	334,718	21.59%	889,150	40.23%		(554,432)					
47		Over 60	108,403	6.99%	187,931	8.50%		(79,528)					
48		Over 90 Otl	96,038	6.20%	358,128	16.20%		(262,090)					
49													
50													
51		<b>Work-in-progress/Unbilled Services</b>											
52													
53													
54		<b>Overtime percentage</b>											
55		Technical	0.65%	0.00%	2.49%	0.65%	over	-1.84%	less				
56		NonTechnic	-0.79%	0.00%	-0.59%	-0.79%	under	-0.19%	less				
57		Average over	0.32%	0.00%	1.77%	0.32%	over	-1.44%	less				
58													
59		<b>Full-time-equivalents: Tech/NonTech</b>											
60		Technical-re	41.99	44.04	37.87	(2.05)		4.12					
61		Technical-on	0.27	0.00	0.94	0.27		(0.67)					
62		Total technk	42.26	44.04	38.81	(1.78)	under	3.45	more				
63		NonTechnic	12.31	12.43	11.64	(0.12)		0.68					
64		NonTechnic	(0.10)	0.00	(0.07)	(0.10)		(0.03)					
65		Total nontec	12.22	12.43	11.57	(0.21)	under	0.65	more				
66		Total FTE	54.48	56.47	50.38	(1.99)	under	4.10	more				
67													
68		<b>Ratio: Technical/NonTechnical</b>											
69			3.46	3.54	3.36	(0.08)	under	0.10	more				

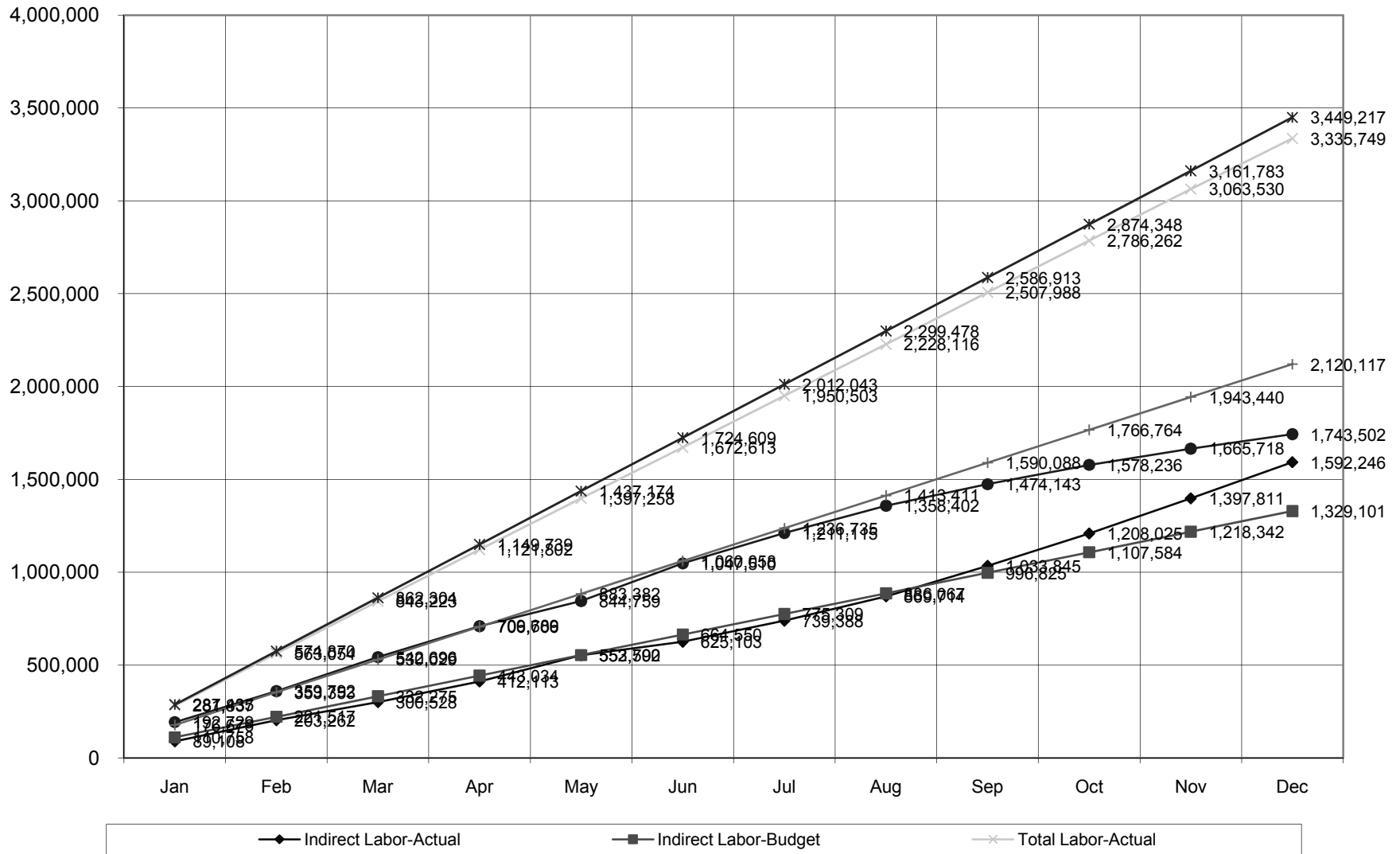


	A	B	C	D	E	F	G	H	I	J	K	L	M
1			12/31/08	12/31/08	12/31/07						12/31/08	12/31/08	12/31/07
2			Current	Current	Last	Current	Current	Last	Last	Current	Current	Current	Last
3			YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD	YTD
4			Actual	Plan	Actual	Variance	Label	Variance	Label	Variance	Actual	Plan	Actual
1.32							<b>Net</b>	<b>Direct</b>	<b>Operating</b>				
1.33	Row	<b>Price/Volume Variance Analysis</b>					<b>Revenue</b>	<b>Labor</b>	<b>Overhead</b>	<b>Profit</b>			
1.34	1	Price Variance per Direct Labor Hour					1.10	0.43	12.02	(11.35)			
1.35	2	Actual Direct Labor Hours Year to Date					(13,272)	56,888	56,888				
1.36	3	Price Variance (1 x 2)					(14,597)	24,443	683,656	(722,696)			
1.37							unfavorable	favorable	unfavorable	unfavorable			
1.38													
1.39	4	Budget Price Per Direct Hour					100.71	30.22	47.08	23.41			
1.40	5	Direct Hour Variance					(13,272)	(13,272)	(13,272)				
1.41	6	Volume Variance (4 x 5)					(1,336,611)	(401,057)	(624,882)	(310,672)			
1.42							unfavorable	unfavorable	favorable	unfavorable			
1.43													
1.44	7	Actual Price Per Direct Hour (1 + 4)					101.81	30.65	59.10	12.06			
1.45	8	Net Variance (3 + 6)					(1,351,208)	(376,614)	58,774	(1,033,368)			
1.46							unfavorable	unfavorable	unfavorable	unfavorable			
1.47													

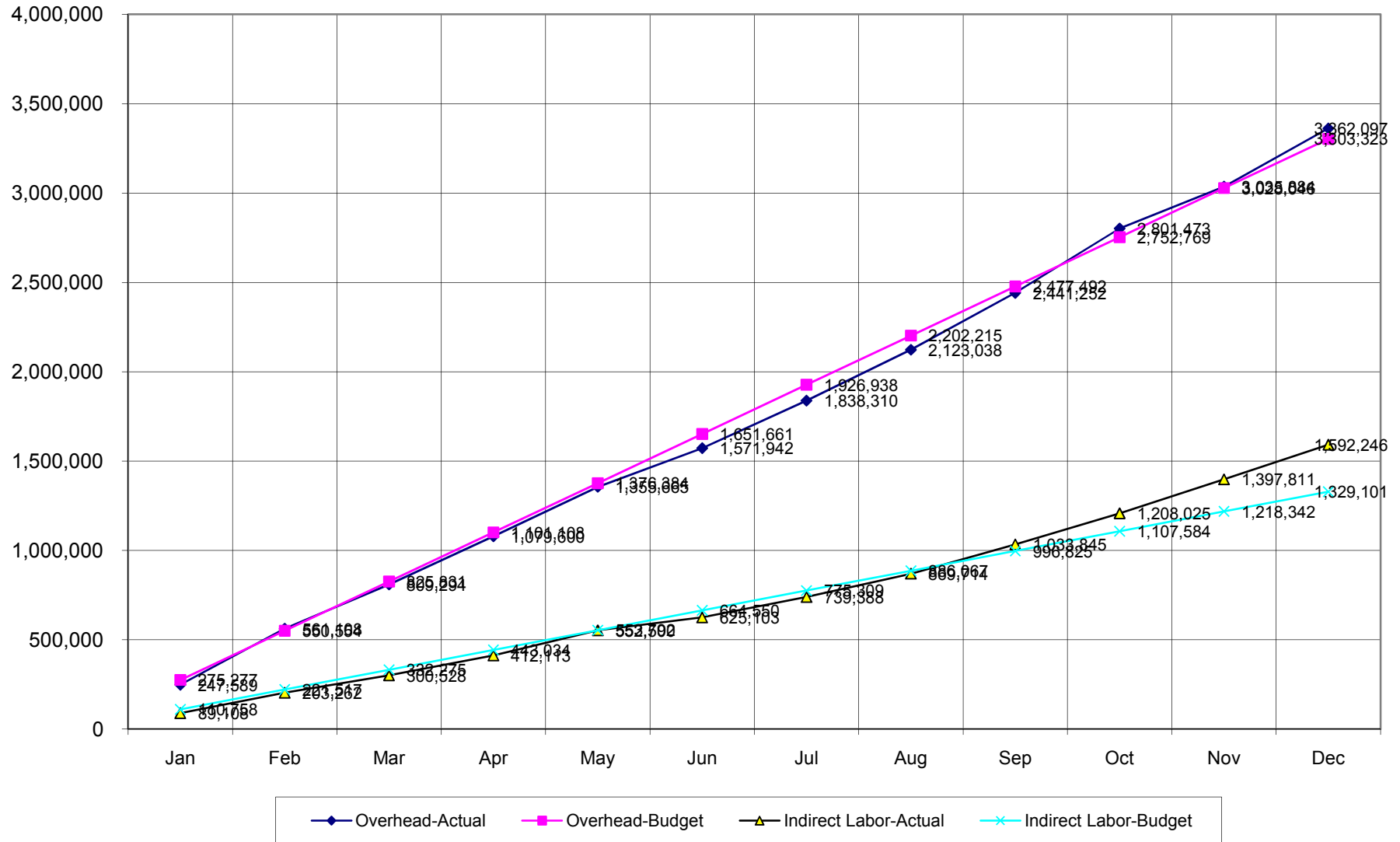
### Revenue and Profit



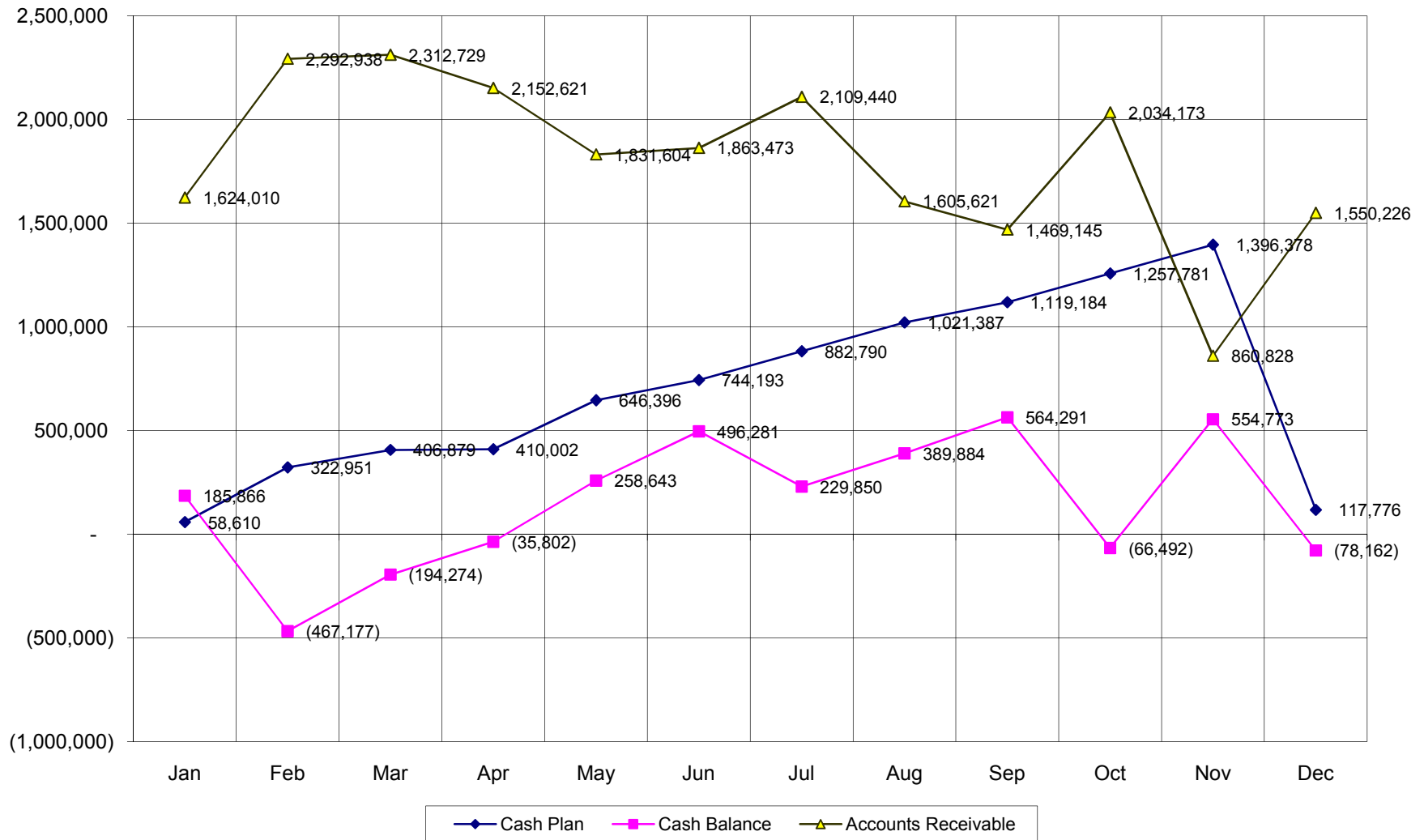
### Total Labor, Direct and Indirect Labor



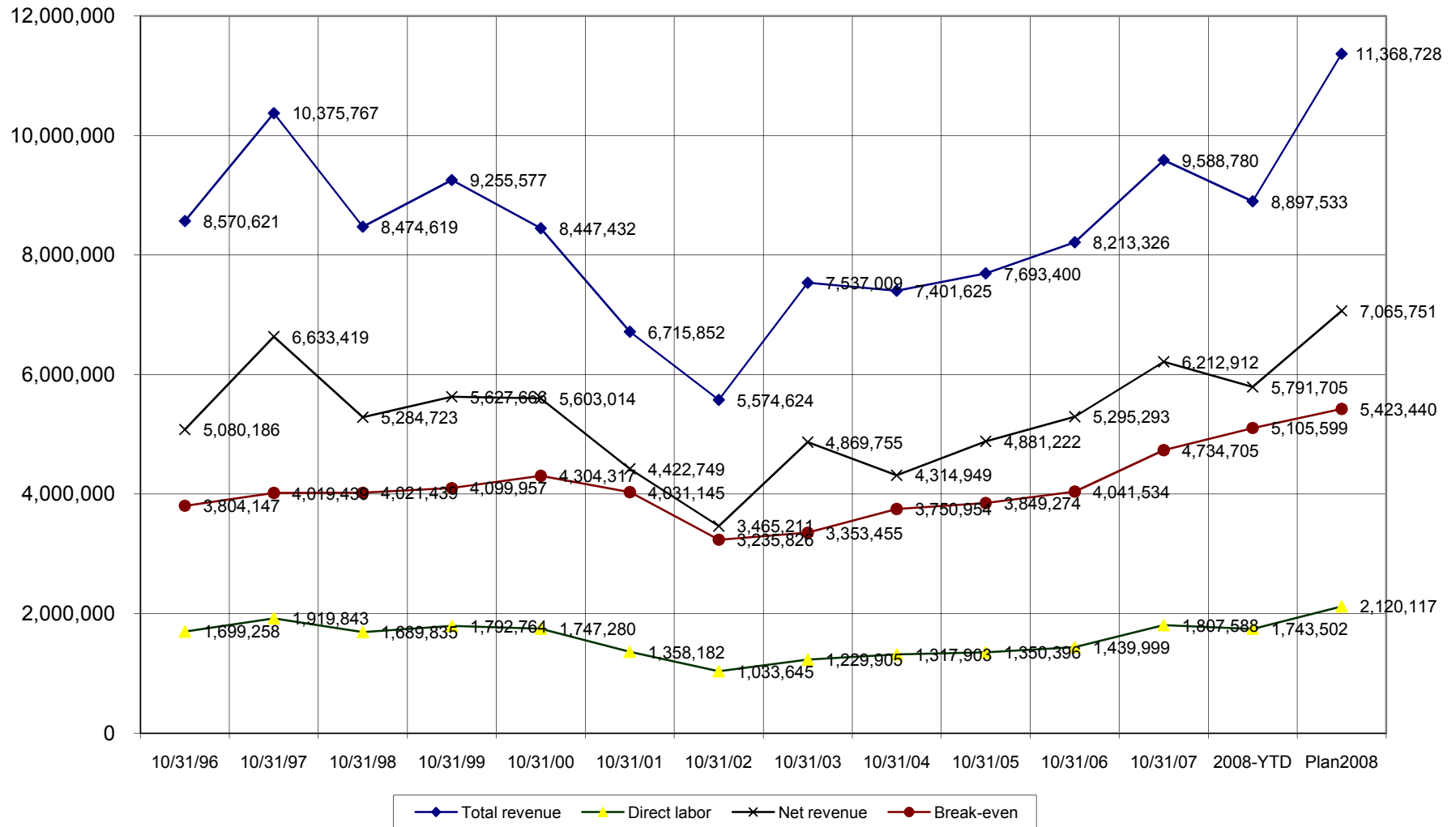
### Overhead & Indirect Labor



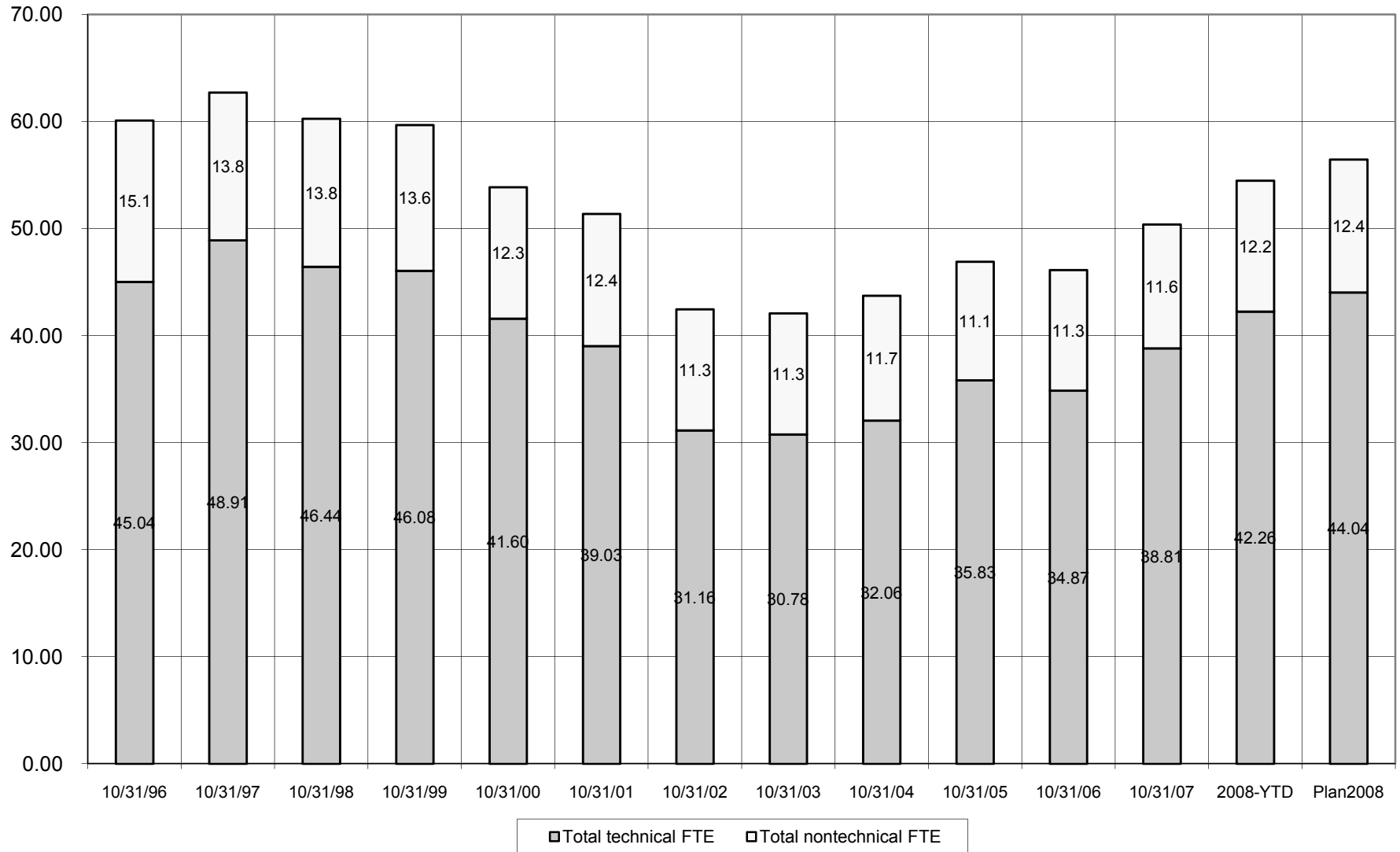
### Cash Flow Plan



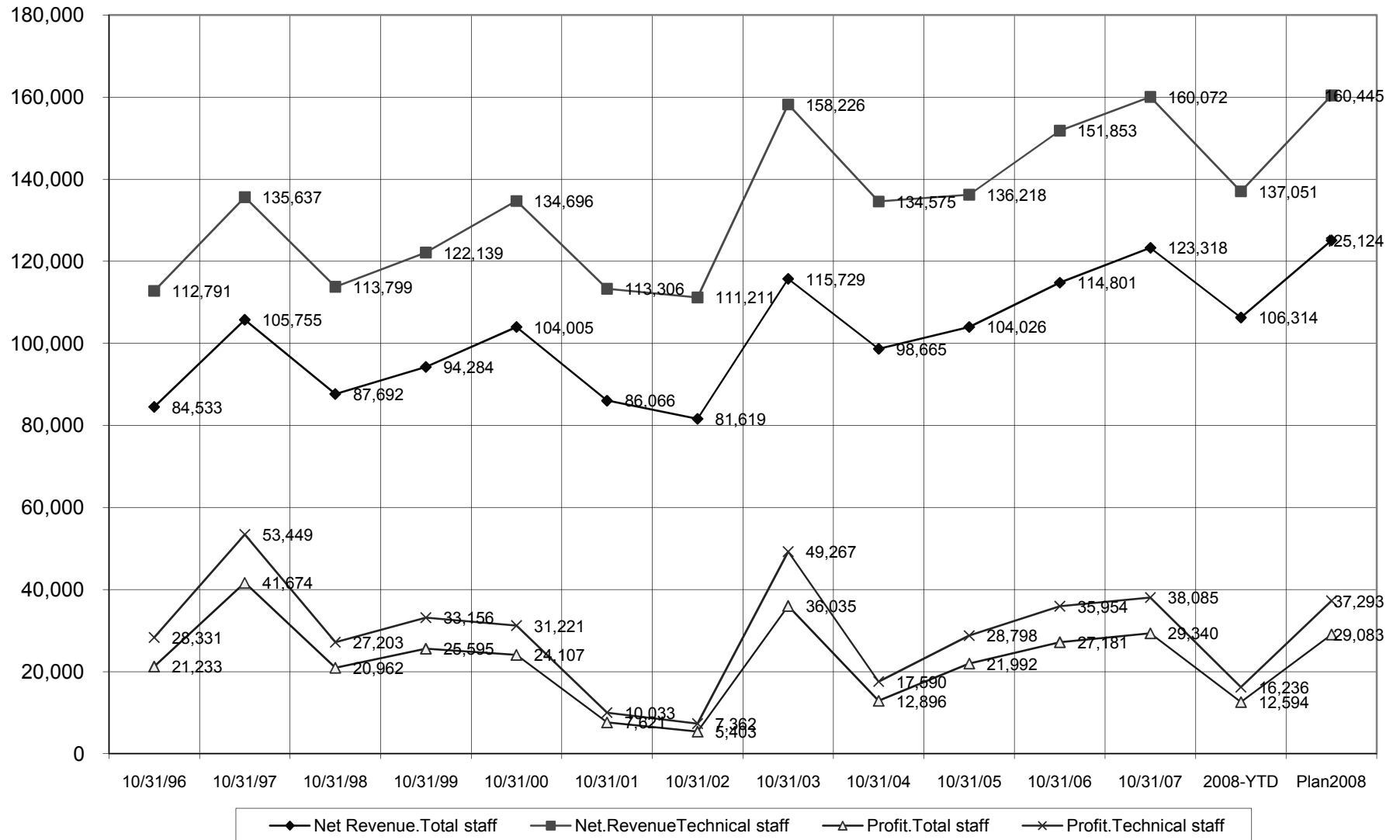
### Absolute Values



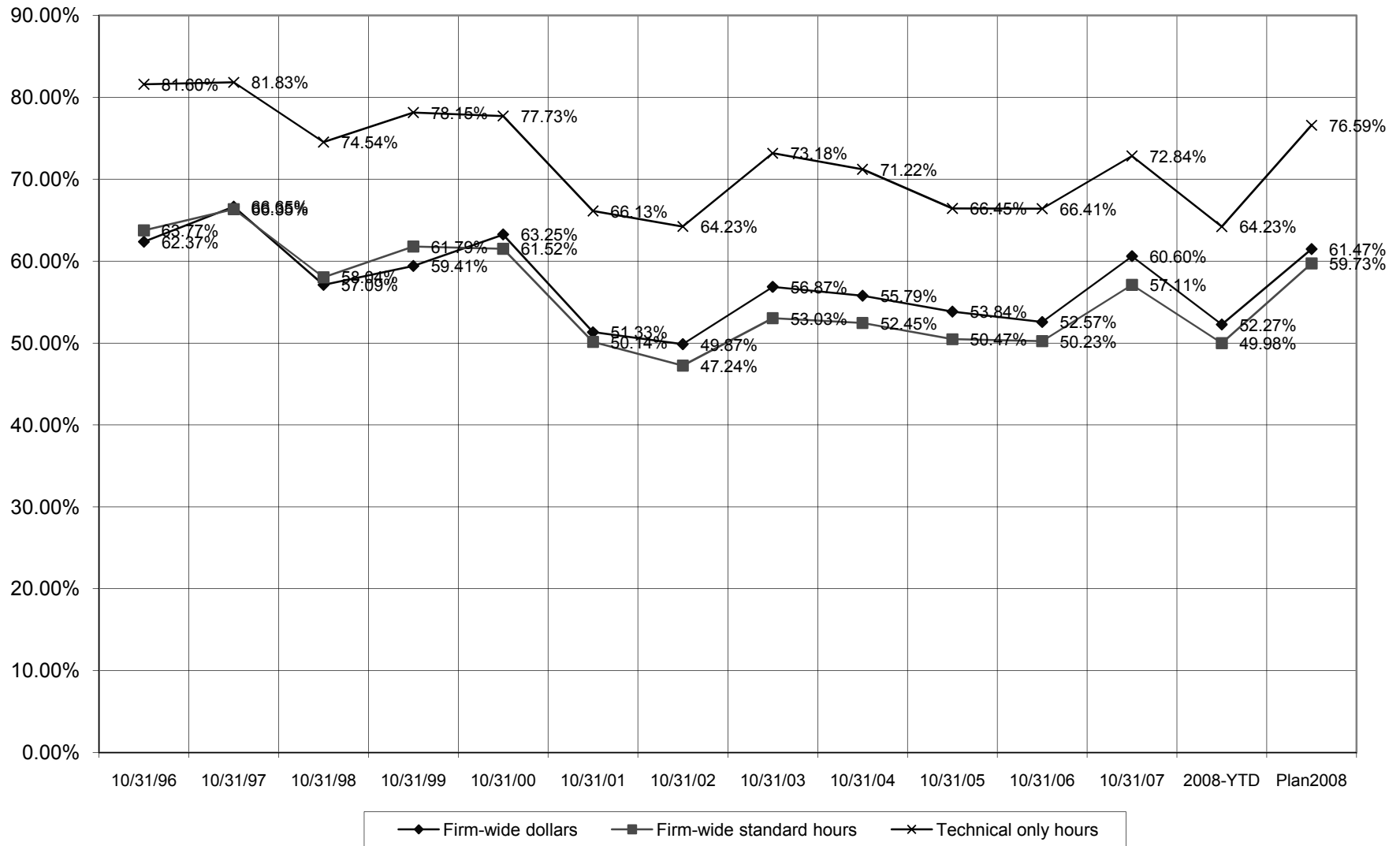
### Full Time Equivalents



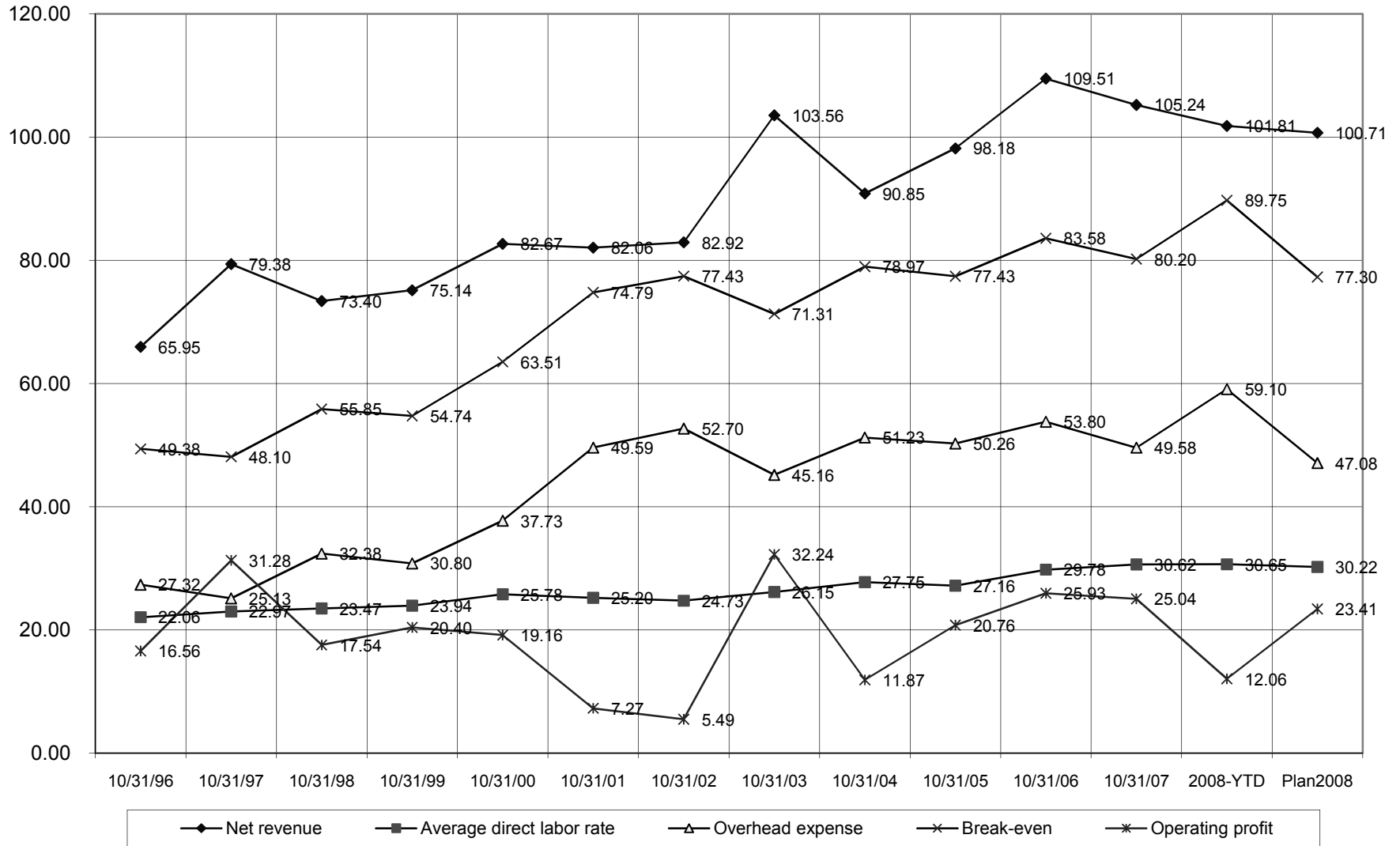
### Net Revenue and Operating Profit per FTE



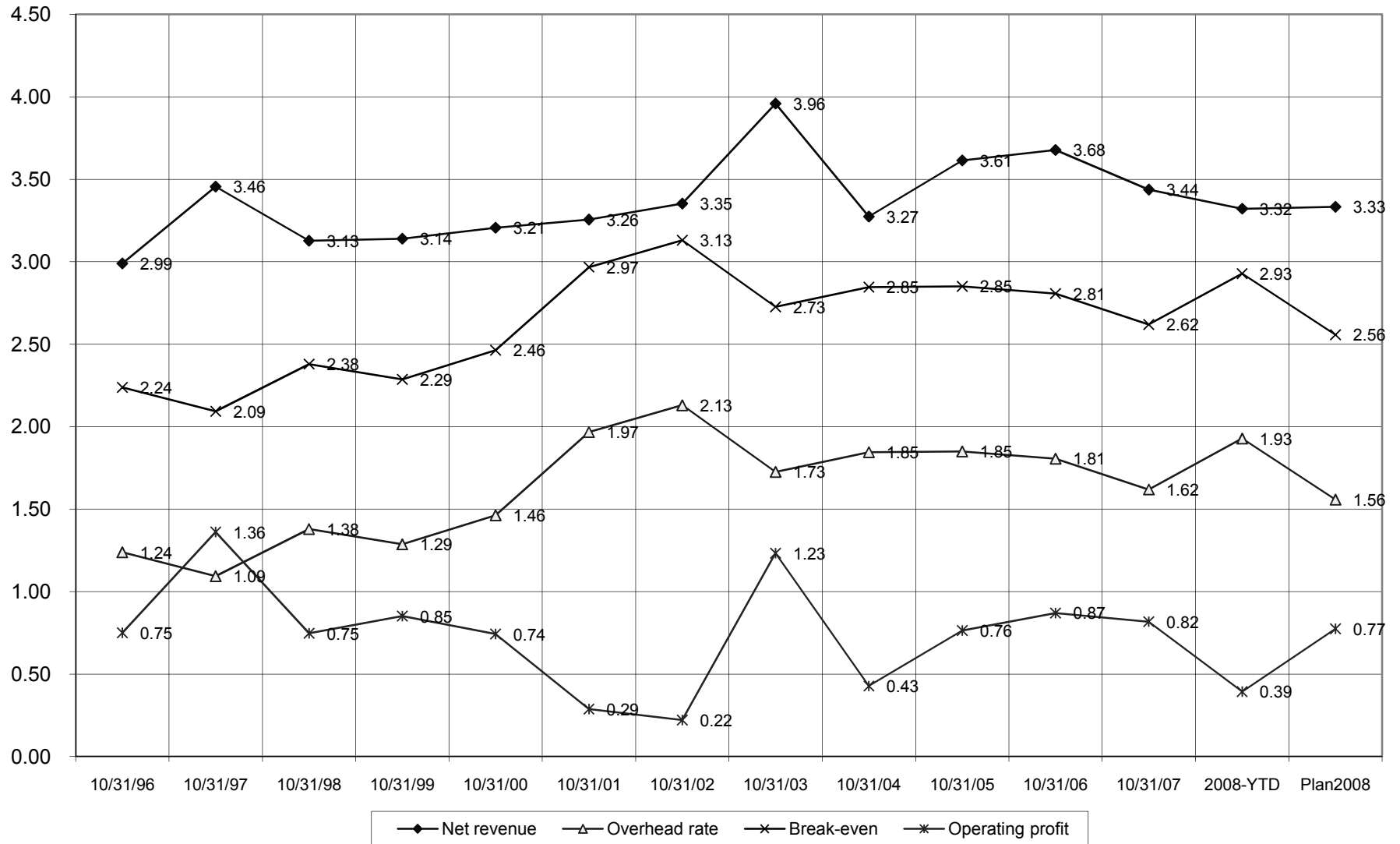
### Utilization Rates



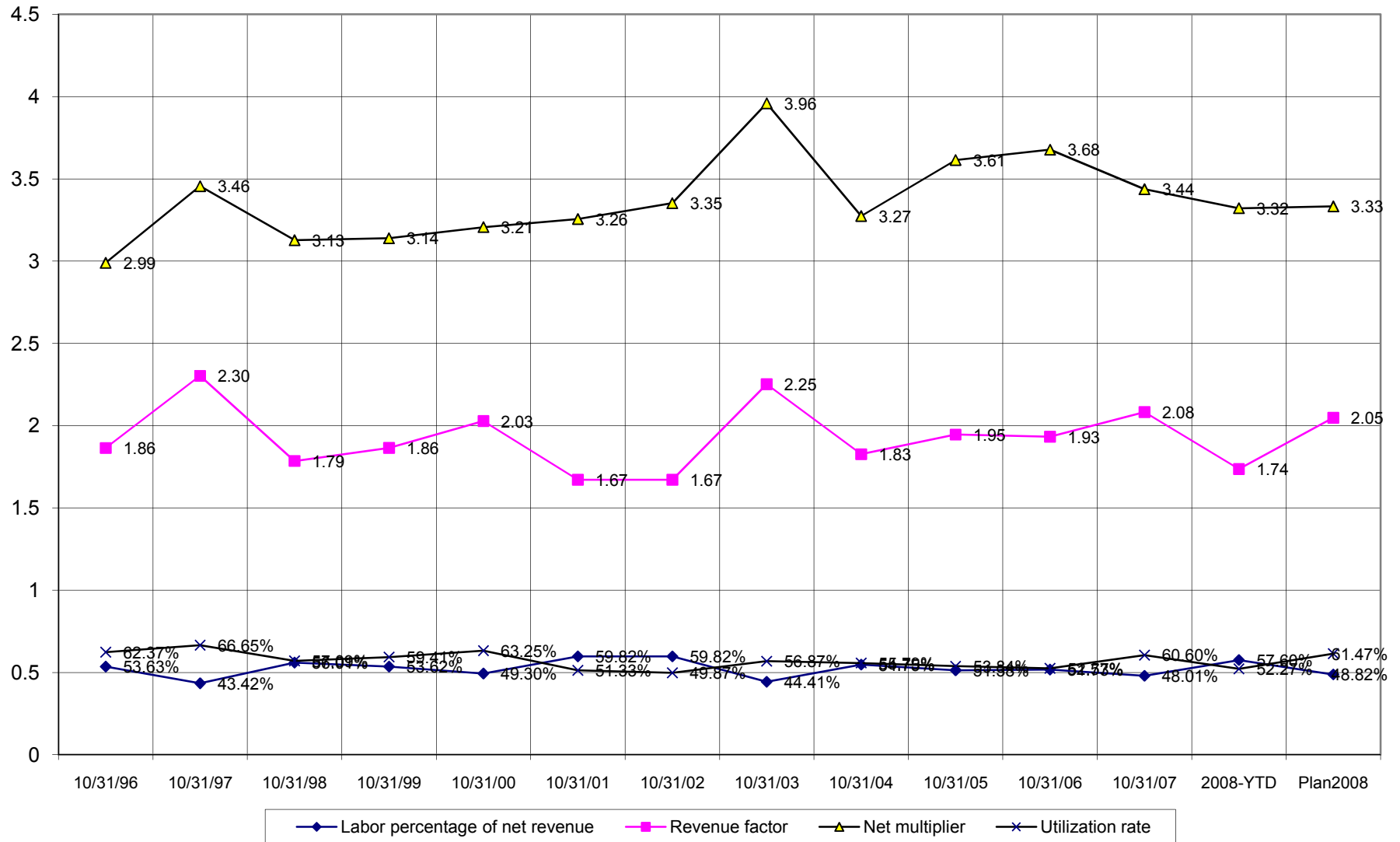
### Per Direct Hour



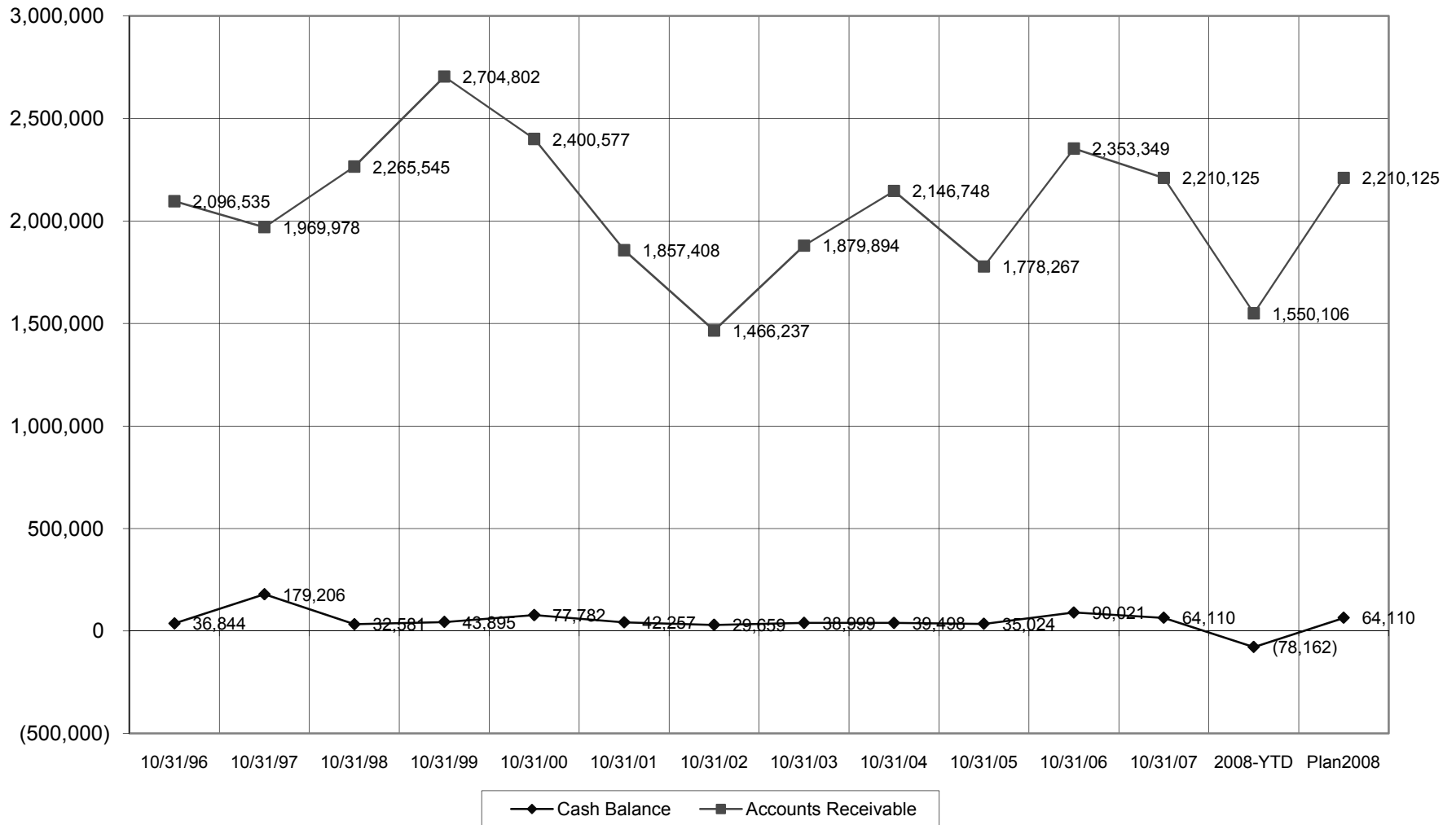
### Multiples of Direct Labor



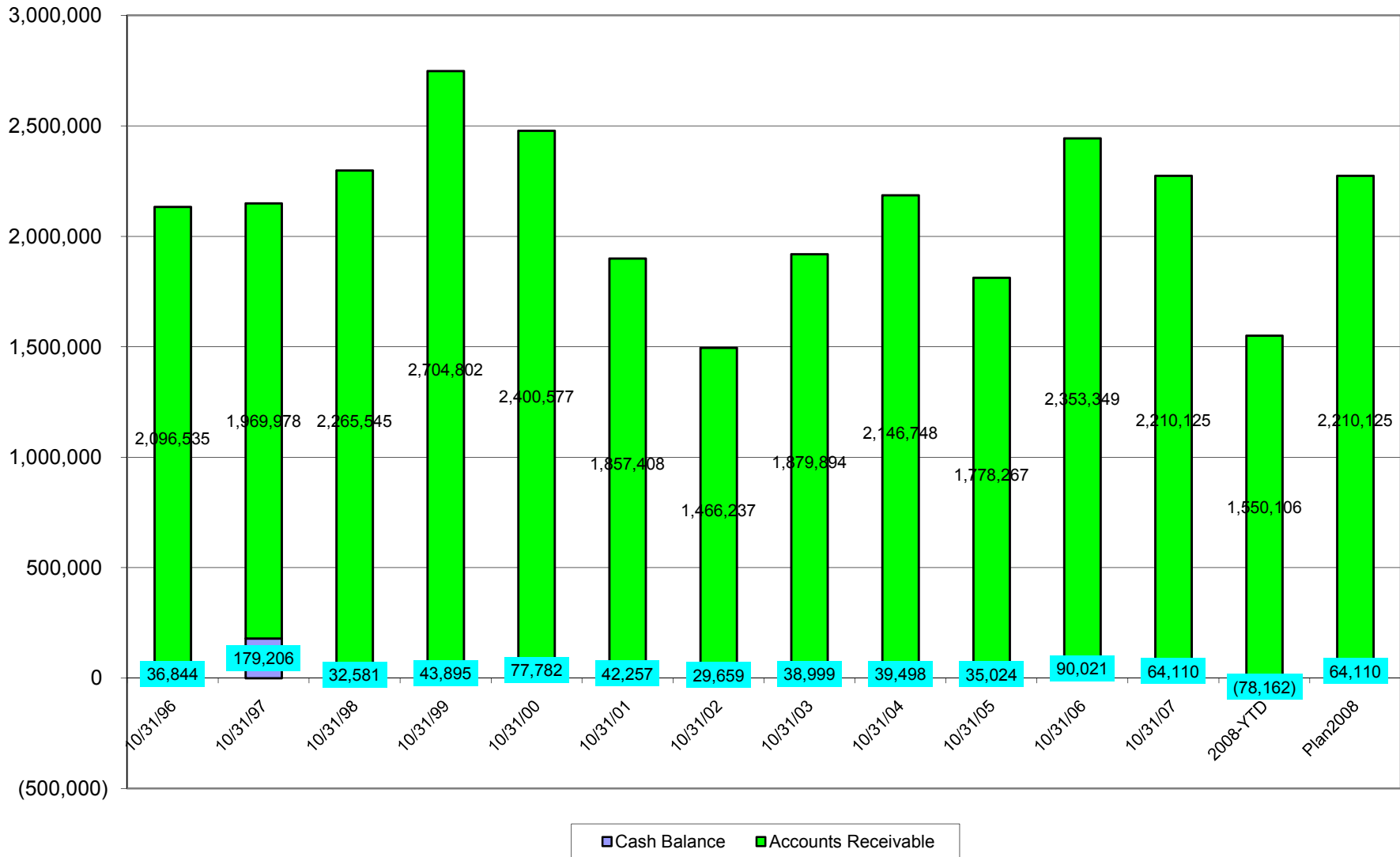
### Revenue Factor



### Cash & Accounts Receivable at Year End



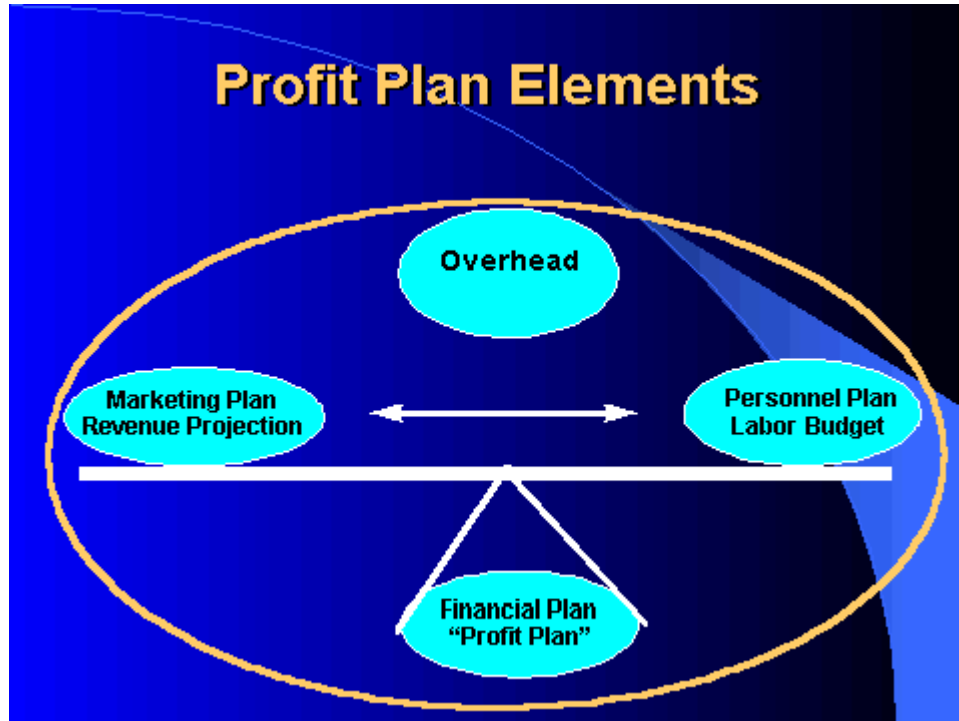
### Total Cash & Accounts Receivable at Year-End



# Profit Plan.xlsx Spreadsheet Workbook

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*"To make a profit, there must be a balance between available revenue and available staff that produces the revenue."*



The two approaches to profit planning are top-down and bottom-up. The top-down method begins with projected revenue. Then staffing needs are determined. This approach is useful when revenues are declining and utilization rates are low. The bottom-up method begins with the available labor staff to determine the required revenue to support the current or planned staffing level with a planned profit.

The calculated values in the PLAN.xlsx workbook are linked to the REPORT.xlsx workbook to compare planned values to actual values. The PLAN.xlsx workbook is composed of the 12 tabs listed below:

1. Labor Budget
2. Labor Summary
3. Formula Variables
4. Profit Target
5. Profit Plan
6. Profit Plan Analysis
7. Time Analysis
8. Multiple of DPE
9. Rates and Multipliers
10. Cash Flow Plan
11. Tax Provision
12. Prior Year's Key Indicators of Financial Performance

## *Design Firm Financial Planning and Control*

The Profit Plan provides the balance between the marketing plan revenue and the personnel plan labor by calculating the revenue required to make the desired profit. The monthly revenue objective is compared to the actual revenue backlog projected over the current profit plan year. If the projected revenue backlog is not enough to support the target utilization rate for the existing labor force, then labor may need to be reduced to keep the profit plan on target. The alternative is to increase revenue by adding new projects to the revenue backlog. Each Workbook Tab is described below.

### **Tab-1 Labor Budget:**

The first step in the development of a bottom-up Profit Plan is the Labor Budget. The Labor Budget is composed of time and money (hours and dollars). The Labor Budget includes all labor-related mandatory and customary benefits. No overtime is included in the labor budget since that would be an undesirable long-term commitment. If overtime were included in the labor budget, the firm would be committed a year in advance to work overtime just to meet its profit target. Total available hours in the labor budget are measured as full-time-equivalents (FTE). A full-time-equivalent is based on standard hours of 2080 hours per year (40 hours per week times 52 weeks per year). By using standard hours and full-time-equivalents, the key indicators of financial performance are more comparable among other firms and the same firm from period to period. The Tab-1 Labor Budget spreadsheet includes four sections:

1. Data entry area for employee type, pay rate, utilization rate, standard hours, paid-time-off hours for holiday, vacation, sick/personal time off, and benefits. Benefits include worker's compensation insurance rate, monthly health insurance premium and any employee payroll withholding for dependant health/life insurance coverage.
2. Calculated values for direct and indirect hours and paid-time-off benefit hours.
3. Calculated values for labor direct and indirect labor dollars by employee type (technical or non-technical) and paid-time-off dollars for holiday, vacation, sick/personal time off.
4. Calculated values for labor-related mandatory benefits for FICA, Medicare, Federal and State Unemployment Tax and Workers Compensation Insurance. Customary benefit expense for Health Insurance, Disability Insurance, 401K or Retirement Plan Contribution and Cash Bonus. Other labor-related benefits such as cell phones for employees should be included.

The planned DPE rate (direct personnel expense) and billing rate for each employee can be shown in the last two columns V and W (hidden in this model). The DPE rate is calculated by multiplying the raw labor rate times the benefits factor. The billing rate is calculated by multiplying the raw labor rate for each employee times the planned effective multiplier from the profit plan analysis spreadsheet. The totals in the labor budget spreadsheet are linked to the other spreadsheets tabs in this workbook and the REPORT.xlsx workbook. Any changes to the labor budget are updated in other Profit Plan workbook tabs.

### **Tab-2 Labor Summary:**

The calculated values on this tab are copied from the labor budget spreadsheet with a formula. This tab shows the analysis of labor dollars and hours by principal and employee with the average labor rates and average direct labor rates for each category and firm-wide average labor rate. The Labor Summary can have as many categories as desired depending on how the staff in the Labor Budget is classified. There are only two categories in this model, Principal and Employee.

## *Design Firm Financial Planning and Control*

### **Tab-3 Formula Variables:**

The formula variables in Tab-3 are linked to the formulas in Tab-1 Labor Budget to change the values for federal and state unemployment taxes, FICA and Medicare taxes, and bonus percentage of base pay, retirement plan contribution and estimate for raises. Any changes to the formula variables update the values in the labor budget and profit plan spreadsheets. The discretionary contribution to employee's profit sharing plan or 401K is entered as a percentage of total compensation including cash bonus. Standard hours are usually 40 hours per week times 52 weeks per year or 2,080 hours. Salary raises during the plan year are estimated as a percentage of total firm labor and prorated to each employee. The number of months the wage raise is effective is entered as a decimal by dividing the effective number of months into twelve months ( $6/12 = .50$ ).

The calculated planned value for Net Multiplier, Benefits Factor and Multiple of DPE is shown in column C and is copied to column B. The billing rate values in columns V and W can be changed by changing the value in cells B18 and B19.

### **Tab-4 Operating Profit Target:**

The bottom-up profit plan begins with the operating profit target before discretionary profit sharing distributions and income tax. The bonus and retirement plan contribution calculated in the labor budget is added to the desired increase in net worth. The bonus and 401K or retirement plan contribution cannot be calculated until the Tab-1 Labor Budget is completed. The operating profit target is composed of:

1. increase in net worth
2. + income tax provision
3. + discretionary cash bonus and retirement plan contribution
4. + dividend or principals' bonus or return on investment
5. - non-operating income such as interest and gain on sale of equipment
6. = operating profit target

### **Tab-5 Profit Plan:**

The Profit Plan establishes the billing rates and profit multipliers used in the coming year. The key indicators of financial performance and milestones used to measure and control the progress toward the profit plan goal are established for the coming year. This bottom-up budgeting process begins with the Tab-4 Operating Profit Target above. The Profit Plan establishes the profit target and required revenue and level of expense necessary to support the labor budget and attain the Profit Plan target. The required profit plan **revenue** to support the staff included in the Tab-1 Labor Budget is calculated as follows:

1. Operating Profit Target (Tab-4)
2. + Indirect Expense (includes indirect labor and labor-related benefits from Tab-1)
3. + Direct Labor (from Tab-1 Labor Budget)
4. = Net Revenue
5. + other direct and reimbursable expense (estimated as percentage of net revenue based on prior year's experience from values entered in Tab-5 column E)
6. = Required revenue to support current staff level at desired operating profit

## *Design Firm Financial Planning and Control*

Classify revenue by type. This facilitates revenue projection when DPE/Hourly and extra service revenue is estimated as a percentage of fixed-fee revenue. Typical revenue types are:

1. Fixed fee
2. DPE, Hourly
3. Extra Service (DPE, Hourly)
4. Other operating income
5. Reimbursable expense revenue
6. Unbilled services revenue

Enter the prior year's actual final Income Statement values in the Tab-5 reference budget column E. All Profit Plan labor and labor-related expenses are copied from the Tab-1 Labor Budget with a formula link to those values. The bottom-up Tab-4 Operating Profit target values are copied to the Profit Plan by formulas linked to Tab-4. To complete the Profit Plan, enter the other indirect expense budget values in column C using the prior year's actual values in the budget reference column E as an estimate. When the data entry into the Tab-5 Profit Plan is complete, the calculation of the key indicators of financial performance is updated in Tab-6 Profit Plan Analysis below.

### **Tab-6 Profit Plan Analysis:**

This tab shows a condensed income statement from the Tab-5 Profit Plan subtotals above. The values in the condensed income statement are used to calculate the key indicators of financial performance. The Tab-6 Profit Plan Analysis table calculates the condensed income statement values for:

- Monthly target objective
- Per direct hour
- Multiples of direct labor
- Multiples of direct personnel expense
- Percentage of net revenue
- Percentage of total revenue.

The Profit Plan key indicators calculated in Tab-6 are compared to the actual values in the Executive Summary Report. These target key indicators are:

- Net Revenue per Direct Hour-D12
- Average Direct Labor Rate-D13
- Break-even Rate-D15
- Net Multiplier-E12
- Overhead Rate-E14
- Operating Profit Percentage of Net Revenue-G17
- Operating Profit Percentage of Total Revenue-H17

### **Tab-7 Time Analysis:**

This tab is a summary of the totals copied from Tab-1 Labor Budget for technical and non-technical total labor dollars and total labor hours. The annual values are divided by twelve to calculate the monthly objectives for dollars and hours. Full-time-equivalents are calculated by dividing the total annual hours by 2080 standard hours (52 weeks X 40 hours per week). Utilization rates are calculated for both dollars and hours. The utilization rate based on dollars

is the most significant since billing is based on dollars rather than hours. The ratio of technical to non-technical is calculated. The old rule of thumb for this ratio is 4 to 1. The values on this page are compared to the actual values in the Executive Summary Report and Tab-3 Analysis section in the REPORT.xlsx workbook.

**Tab-8 Computation of Benefits Factor for Multiple of Direct Personnel Expense (DPE):**

The formula values in Tab-8 are copied from Tab-1 Labor Budget in this spreadsheet workbook. The values are updated with any change to the Labor Budget values. The benefits target multiple of direct personnel expense is calculated by dividing the Benefits Factor into the Profit Plan target net multiplier. This DPE benefits factor is copied to Tab-6 Profit Plan Analysis to calculate the values in column F for the Multiples of Direct Personnel Expense.

22

### Billing Rate Methods Dir. Pers. Exp. Vs Dir. Sal. Exp.

Total benefits / Total wages for hours worked = Benefits factor  
 $\$1,264,062 / \$3,364,113 = .3757$

Labor	1.0000
Plus benefits factor	<u>0.3757</u>
Labor + Benefits	1.3757

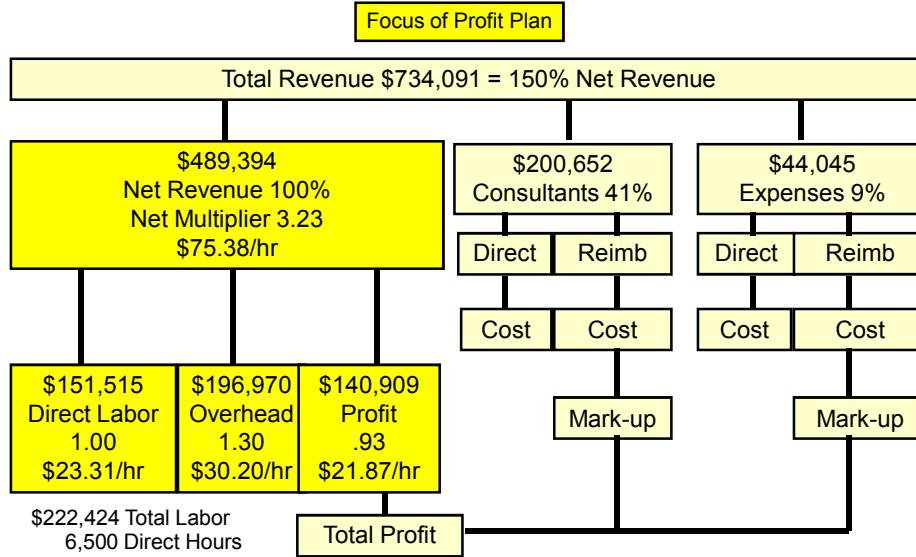
Net Revenue Multiplier / Benefits Factor = Multiple of DPE  
 $3.23 / 1.3757 = 2.3478$  Mult. of DPE

Raw labor  $\$23.31 \times 1.3757 = \$32.06756$  Direct Personnel Expense  
DPE  $\$32.06756 \times$  Multiple of DPE  $2.3478 =$  Billing Rate  $\$75.38$   
Raw labor  $\$23.31 \times$  Net Multiplier  $3.23 =$  Billing Rate  $\$75.38$

**Tab-9 Summary of Budget Rates and Multipliers:**

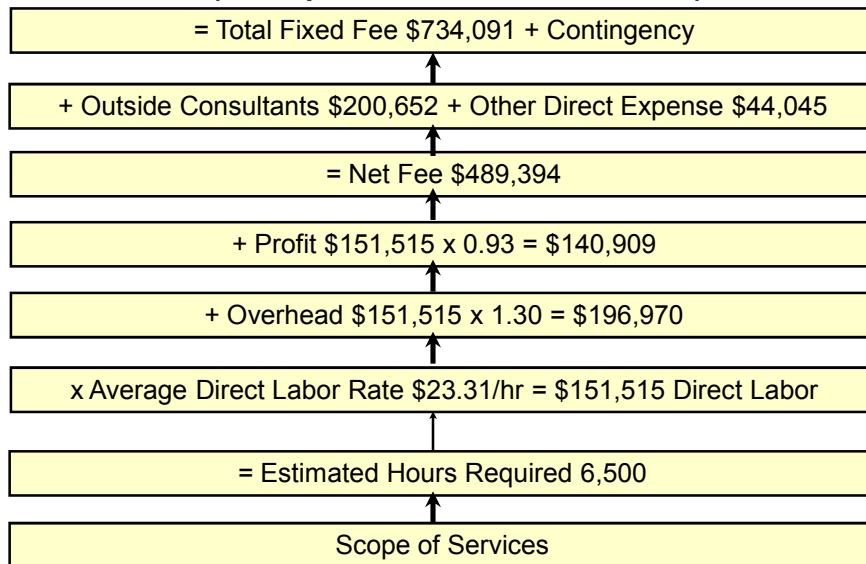
This table of project rates and multipliers is given to Principals and Managers for use in project budgeting and billing. The values in the Annual Profit Plan column C are linked from Tab-6 Profit Plan Analysis. The values in the Project Budget Multipliers Column B may be changed to round off the values used for actual project budgeting and billing using the planned values as a guide.

# Financial Components Profit Plan and Project

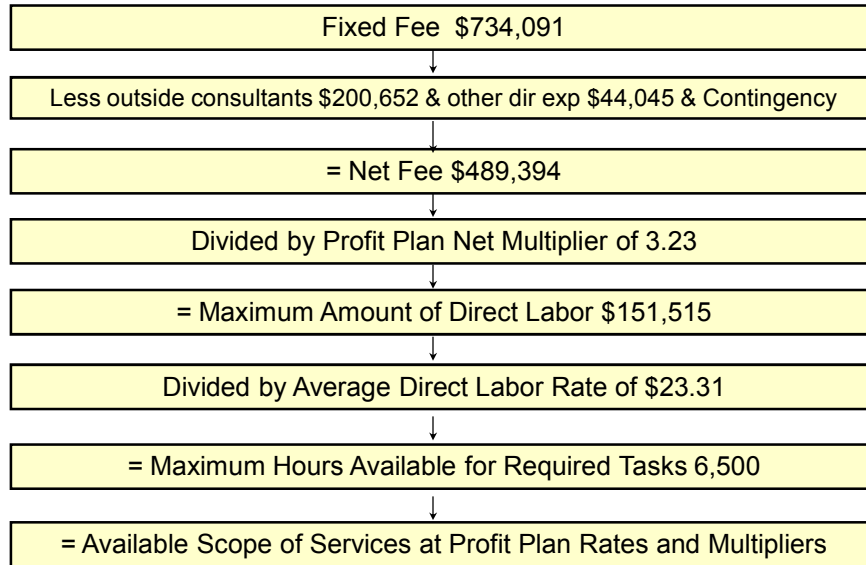


*"Labor-related ratios and multipliers are the key indicators of financial performance."*

## Project Budget: Bottom-Up (Scope First - Fee Last)



## Project Budget: Top-down (Fee First - Scope Last)



### Tab-10 Cash Flow Plan:

This tab is a cash flow plan that begins with the Tab-4 Operating Profit Target. The operating profit is spread equally over the twelve periods. The other increases and decreases to cash are spread over the appropriate periods. The net increase or decrease to the beginning cash balance is accumulated over the twelve periods to calculate the ending cash balance for each period. The monthly ending cash values are used to create the Report.xlsx Tab-4 Cash Flow Plan graphic chart. The actual cash and accounts receivable balance shown on the chart is copied from the Tab-1 Data Entry tab in the REPORT.xlsx workbook.

The cash flow plan graphic chart shows the progress toward the cash target for the plan year. The Report.xlsx Tab-4 Cash Flow Plan graphic chart compares profit plan cash projection to actual cash-in-bank and accounts receivable for the year-to-date.

### Tab-11 Computation of Federal and State Income Tax Provision:

This tab shows the computation of the federal and state income tax provision for a regular C Corp. on the accrual basis. The actual cash-basis tax could be more or less depending on how cash receipts are managed at year-end. This tax computation is based on the desired increase in net worth plus any dividend distribution to shareholders. The calculated tax provision is copied to Tab-4 Profit Target for the estimated Corporation Income Tax Provision (for the accrual basis).

### Tab-12 Prior Year's Key Indicators of Financial Performance:

This tab includes the actual line item details for income and expense for up to twelve prior year's Income Statements and compares to the current year's Profit Plan. This includes the Time Analysis detail for prior years and calculation of the key indicators of financial performance showing full-time-equivalents, utilization rates, multiples of direct labor, and values per direct hour. The Report.xlsx Graphic Charts of the ratios and multipliers are linked to the data in this tab.

## *Design Firm Financial Planning and Control*

The key indicators of financial performance are most useful when relating current experience to prior performance and to a budget. The key indicator ratios are more useful when studied over several reporting periods to establish patterns. The graphic charts of key indicators are meaningful only if the manager understands the basis, limitations and values of each ratio. Studying the key indicators on a continuing basis enhances the meaning and understanding of the values.

*JMB*

John Burson has 30 years of design firm experience as controller of Architecture Plus, Monroe, LA. John is the developer of CAPP - Computer Aided Profit Plan for Design Firm Financial Control spreadsheet templates. For more information on planning and control for design firms, visit the CAPP web site at URL: [www.s3psinc.com](http://www.s3psinc.com). Email: [jmburson@hotmail.com](mailto:jmburson@hotmail.com)





	A	AH	AI	AJ	AK	AL	AM	AN	AO	AP	AR	AS	AT	AU	AV
1	<b>Labor I</b>														
2	<b>Year E</b>														
3	<b>Decem</b>														
4															
5	<b>Wage Dollars</b>														
6															
7	Emp	Tech	Tech	Tech	Total	NonTech	NonTech	Total	PTO	PTO	PTO	Annual		Total	Total
8	No.	Direct	Indir	Indirect	Tech	Indir	PTO	NonTech	Holiday	Vacation	Total	Base	Raises	Wages	Less
9		Labor	Labor	PTO	Labor	Labor	Labor	Labor			PTO	Wage			PTO
10	1	111634	18033	19178	148845	0	0	0	4580	14598	19178	148845	0	148845	129667
11	2	73663	54539	19124	147326	0	0	0	4533	14591	19124	147326	0	147326	128202
12	3	78010	30927	11078	120016	0	0	0	3693	7386	11078	120016	0	120016	108938
13	4	90327	3065	12875	106267	0	0	0	3270	9605	12875	106267	0	106267	93393
15	6	76892	15674	9957	102523	0	0	0	3155	6802	9957	102523	0	102523	92567
16	7	54375	28233	8017	90626	0	0	0	2788	5228	8017	90626	0	90626	82609
17	8	54300	27629	8571	90501	0	0	0	2785	5787	8571	90501	0	90501	81929
18	9	71402	9955	7895	89253	0	0	0	2746	5149	7895	89253	0	89253	81357
19	10	41423	30968	10455	82846	0	0	0	2549	7906	10455	82846	0	82846	72391
20	11	63754	4471	6779	75005	0	0	0	2308	4471	6779	75005	0	75005	68226
21	12	66493	6314	10310	83117	0	0	0	2557	7752	10310	83117	0	83117	72807
22	13	61208	3081	7720	72010	0	0	0	2216	5505	7720	72010	0	72010	64289
23	14	54013	7531	5973	67517	0	0	0	2077	3895	5973	67517	0	67517	61544
24	15	45340	13702	5730	64771	0	0	0	1993	3737	5730	64771	0	64771	59041
25	16	39312	12312	4536	56160	0	0	0	1728	2808	4536	56160	0	56160	51624
26	17	58743	753	5774	65270	0	0	0	2008	3766	5774	65270	0	65270	59496
28	19	54790	744	8925	64459	0	0	0	1983	6942	8925	64459	0	64459	55534
32	23	23553	3925	1963	29441	0	0	0	872	1090	1963	29441	0	29441	27478
33	24	39312	10908	5940	56160	0	0	0	1728	4212	5940	56160	0	56160	50220
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35	26	47736	204	5100	53040	0	0	0	1632	3468	5100	53040	0	53040	47940
36	27	47736	408	4896	53040	0	0	0	1632	3264	4896	53040	0	53040	48144
37	28	41933	5846	4637	52416	0	0	0	1613	3024	4637	52416	0	52416	47779
38	29	32448	14016	3456	49920	0	0	0	1536	1920	3456	49920	0	49920	46464
39	30	42432	4032	3456	49920	0	0	0	1536	1920	3456	49920	0	49920	46464
47	38	15137	2523	1261	18922	0	0	0	561	701	1261	18922	0	18922	17660
48	39	26520	5712	3128	35360	0	0	0	1088	2040	3128	35360	0	35360	32232
49	40	27606	4512	2389	34507	0	0	0	1062	1327	2389	34507	0	34507	32118
50	41	26624	4352	2304	33280	0	0	0	1024	1280	2304	33280	0	33280	30976
51	42	26624	4352	2304	33280	0	0	0	1024	1280	2304	33280	0	33280	30976
52	43	24960	4080	2160	31200	0	0	0	960	1200	2160	31200	0	31200	29040
53	44	15080	12992	2088	30160	0	0	0	928	1160	2088	30160	0	30160	28072
54	45	24128	3944	2088	30160	0	0	0	928	1160	2088	30160	0	30160	28072
55	46	0	0	0	0	79206	11815	91021	2801	9015	11815	91021	0	91021	79206
56	47	0	0	0	0	78764	8845	87610	2696	6150	8845	87610	0	87610	78764
57	48	0	0	0	0	64272	6989	71261	2193	4796	6989	71261	0	71261	64272
58	49	0	0	0	0	27104	2016	29120	896	1120	2016	29120	0	29120	27104
59	50	0	0	0	0	47400	4600	52000	1600	3000	4600	52000	0	52000	47400
60	51	0	0	0	0	43608	4232	47840	1472	2760	4232	47840	0	47840	43608
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62	53	0	0	0	0	41712	4048	45760	1408	2640	4048	45760	0	45760	41712
63	54	0	0	0	0	41712	4048	45760	1408	2640	4048	45760	0	45760	41712
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67	58	0	0	0	0	9072	288	9360	288	0	288	9360	0	9360	9072
68	59	0	0	0	0	10393	0	10393	0	0	0	10393	0	10393	10393
69	60	0	0	0	0	7373	0	7373	0	0	0	7373	0	7373	7373
70	61	0	0	0	0	2400	0	2400	0	0	0	2400	0	2400	2400
74															
75															
76	Princip	520,551	122,047	82,407	725,005	-	-	-	22,308	60,099	82,407	725,005	-	725,005	642,598
77	Empl	1,599,566	291,445	196,625	2,087,636	570,295	57,281	627,577	82,781	171,126	253,906	2,715,213	-	2,715,213	2,461,306
78															
79	<b>Total</b>	<b>2,120,117</b>	<b>413,492</b>	<b>279,032</b>	<b>2,812,641</b>	<b>570,295</b>	<b>57,281</b>	<b>627,577</b>	<b>105,089</b>	<b>231,225</b>	<b>336,313</b>	<b>3,440,217</b>	<b>-</b>	<b>3,440,217</b>	<b>3,103,904</b>
80															





	A	B	C
1	<b>Formula Variables:</b>	<b>Value</b>	<b>Plan</b>
2			
3	Federal unemployment rate	0.80%	
4	Federal unemployment amount	7,000	
5	State unemployment rate	0.25%	
6	State unemployment amount	7,000	
7	Disability insurance premium per \$1,000	0.88%	
8	Bonus percent of base pay	20.00%	
9	Retirement plan contribution percent of base pay	15.00%	
10	Standard hours	2,080	
11	Annual raise percentage	0.00%	
12	No. months raise effective	0.000	
13	Fica wages	102,000	
14	Fica rate	6.20%	
15	Medicare wages	999,999	
16	Medicare rate	1.45%	
17	Net multiplier	3.33	3.33
18	Benefits factor for DPE (direct personnel expense)	1.46	1.46
19	Multiple of DPE	2.28	2.28
20			
21	<b>Formula Variables: (value must be 1.00 or more)</b>		
22	<b>Mark-up</b>	<b>Value</b>	
23	Reimbursable consultant multiple	1.00	
24	Other reimbursable expense multiple	1.00	

	A	B	C	D	E	F
1	Acct	*LB=from Labor Budget module			<b>Per</b>	
2	No.	<b>Operating Profit Target</b>	<b>Amount</b>	<b>Share</b>	<b>Shares</b>	
3		Increase in net worth	162,500	\$100.00	1,625	
4		Dividend	406.25	\$0.25	1,625	
5	987.00	*LB-Cash bonus	742,712	20% Labor		
6	986.00	*LB-Bonus FICA tax	42,774			
7	988.00	*LB-Retirement plan contribution	627,439	15% Compensation		
8	999.00	Provision for federal and state income t	91,480			
9						
10		<b>Total Profit</b>	1,667,311			
11						
12		<b>Less: Other Nonoperating Revenue</b>				
13		Target Adjustment	-			
14	811.10	Interest income	(25,000)			
15	811.20	Cash Value-Life Insurance-net increase	-			
16	811.30	Sale of assets-gain or (loss)	-			
17	811.40	Recovery of bad debt write-off	-			
18						
19		Total other nonoperating revenue	(25,000)			
20						
21		<b>Operating Profit Target</b>	<b>1,642,311</b>			
22						

	A	B	C	D	E	F	G	H	I	J	K
1	<b>Annual Profit Plan</b>										
2	<b>Year Ending</b>										
3	<b>December 31, 2008</b>										
4											
5											
6											
7	<b>Acct.#</b>	<b>Name</b>	<b>Annual Plan2008</b>	<b>Monthly Objective</b>	<b>Ref Budget Prior Yr Actual 2007</b>	<b>Budget Percent of Subtotal</b>	<b>Ref Percent Subtotal</b>	<b>Budget Percent Net Revenue</b>	<b>Ref Percent Net Revenue</b>	<b>Budget Percent Total Revenue</b>	<b>Ref Percent Total Revenue</b>
8	<b>Period</b>										
9	<b>Revenue:</b>										
10											
11	401.10	Billed Fee-Lump Sum	5,460,196.06	455,016	4,544,117.48	61.02%	61.02%	77.28%	73.14%	48.03%	47.39%
12	401.20	Billed Fee-DPE/Hourly	3,008,550.31	250,713	2,503,793.98	33.62%	33.62%	42.58%	40.30%	26.46%	26.11%
13	401.30	Billed Fee-Extra Service	480,136.97	40,011	399,582.50	5.37%	5.37%	6.80%	6.43%	4.22%	4.17%
14	401.40	Billed Fee-Frye Design LLC	0.00	0	0.00	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
15											
16		<b>Total Billed Fee</b>	<b>8,948,883.34</b>	<b>745,740</b>	<b>7,447,493.96</b>	<b>100.00%</b>	<b>100.00%</b>	<b>126.65%</b>	<b>119.88%</b>	<b>78.71%</b>	<b>77.67%</b>
17											
18	<b>Reimbursable expense revenue:</b>										
19	421.00	Reimb Consultant	2,092,441.04	174,370	1,900,879.32	86.47%	89.34%	29.61%	30.60%	18.41%	19.82%
20	422.00	Reimb Other	327,403.88	27,284	226,781.36	13.53%	10.66%	4.63%	3.65%	2.88%	2.37%
21											
22		<b>Total reimbursable expense revenue</b>	<b>2,419,844.92</b>	<b>201,654</b>	<b>2,127,660.68</b>	<b>100.00%</b>	<b>100.00%</b>	<b>34.25%</b>	<b>34.25%</b>	<b>21.29%</b>	<b>22.19%</b>
23											
24	402.00	Unbilled Revenue-WIP	0.00	0	13,625.79			0.00%	0.22%	0.00%	0.14%
25											
26		<b>Total revenue</b>	<b>11,368,728.25</b>	<b>947,394</b>	<b>9,588,780.43</b>			<b>160.90%</b>	<b>154.34%</b>	<b>100.00%</b>	<b>100.00%</b>
27	<b>Reimbursable expense Consultants</b>										
28											
29	511.00	Structural	40,416.78	3,368	28,735.00	1.93%		0.57%	0.46%	0.36%	0.30%
30	512.00	Mechanical	387,180.34	32,265	275,272.50	18.50%		5.48%	4.43%	3.41%	2.87%
31	513.00	Electrical	1,179,060.84	98,255	838,273.52	56.35%		16.69%	13.49%	10.37%	8.74%
32	514.00	Mechanical & Electrical	86,396.40	7,200	61,425.00	4.13%		1.22%	0.99%	0.76%	0.64%
33	515.00	Civil	93,806.05	7,817	66,693.02	4.48%		1.33%	1.07%	0.83%	0.70%
34	515.10	Civil Geotechnical	0.00	0	0.00	0.00%		0.00%	0.00%	0.00%	0.00%
35	515.50	Civil-Survey	49,703.69	4,142	35,337.69	2.38%		0.70%	0.57%	0.44%	0.37%
36	516.00	Landscape	4,709.36	392	3,348.20	0.23%		0.07%	0.05%	0.04%	0.03%
37	517.00	Sprinkler	241,478.11	20,123	171,683.00	11.54%		3.42%	2.76%	2.12%	1.79%
38	518.00	Architectural	9,126.88	761	6,488.91	0.44%		0.13%	0.10%	0.08%	0.07%
39	519.00	Other	562.61	47	400.00	0.03%		0.01%	0.01%	0.00%	0.00%
40	519.10	Planning Consultant	0.00	0	0.00	0.00%		0.00%	0.00%	0.00%	0.00%
41											
42		<b>Total consultants</b>	<b>2,092,441.04</b>	<b>174,370</b>	<b>1,487,656.84</b>	<b>100.00%</b>	<b>86.47%</b>	<b>29.61%</b>	<b>23.95%</b>	<b>18.41%</b>	<b>15.51%</b>
43											
44	<b>Other reimbursable expense</b>										
45	541.00	Lodging	19,877.46	1,656	14,132.22	6.07%		0.28%	0.23%	0.17%	0.15%
46	542.00	Meals-Reimbursable	3,937.92	328	2,799.73	1.20%		0.06%	0.05%	0.03%	0.03%
47	543.00	Commercial Air Travel	99,437.60	8,286	70,696.87	30.37%		1.41%	1.14%	0.87%	0.74%
50	545.00	Car Rental	17,417.12	1,451	12,383.00	5.32%		0.25%	0.20%	0.15%	0.13%
51	545.10	Car Rental-Gasoline	2,283.99	190	1,623.84	0.70%		0.03%	0.03%	0.02%	0.02%
52	546.00	Personal Auto Mileage	2,186.71	182	1,554.68	0.67%		0.03%	0.03%	0.02%	0.02%
54											
55	561.00	Reproductions/Printing	11,313.60	943	8,043.60	3.46%		0.16%	0.13%	0.10%	0.08%
56	561.10	Reproductions - Inhouse	47,725.48	3,977	33,931.25	14.58%		0.68%	0.55%	0.42%	0.35%
57	562.00	Renderings/Photos/Models	197.29	16	140.27	0.06%		0.00%	0.00%	0.00%	0.00%
58	563.00	Postage/Ship/Delivery	37,118.68	3,093	26,390.16	11.34%		0.53%	0.42%	0.33%	0.28%
59	564.00	Plan Review-Fire Marshal	24,419.54	2,035	17,361.49	7.46%		0.35%	0.28%	0.21%	0.18%
60	565.00	Specification Repro	6,040.07	503	4,294.29	1.84%		0.09%	0.07%	0.05%	0.04%
63	566.00	Other Office Expense	3,518.29	293	2,501.39	1.07%		0.05%	0.04%	0.03%	0.03%
64											
65		<b>Total other reimbursable expense</b>	<b>327,403.88</b>	<b>27,284</b>	<b>232,773.40</b>	<b>100.00%</b>	<b>13.53%</b>	<b>4.63%</b>	<b>3.75%</b>	<b>2.88%</b>	<b>2.43%</b>
66											
67		<b>Total reimbursable expense</b>	<b>2,419,844.92</b>	<b>201,654</b>	<b>1,720,430.24</b>		<b>100.00%</b>	<b>34.25%</b>	<b>27.69%</b>	<b>21.29%</b>	<b>17.94%</b>
68											
69		<b>Revenue less reimbursable expense</b>	<b>8,948,883.34</b>	<b>745,740</b>	<b>7,868,350.19</b>			<b>126.65%</b>	<b>126.65%</b>	<b>78.71%</b>	<b>82.06%</b>

	A	B	C	D	E	F	G	H	I	J	K
1	<b>Annual Profit Plan</b>										
2	<b>Year Ending</b>										
3	<b>December 31, 2008</b>										
4											
5						<b>Ref</b>	<b>Budget</b>	<b>Budget</b>	<b>Ref</b>	<b>Budget</b>	<b>Ref</b>
6					<b>Budget</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>	<b>Percent</b>
7	<b>Acct.#</b>	<b>Name</b>	<b>Annual</b>	<b>Monthly</b>	<b>Prior Yr</b>	<b>of</b>	<b>Ref</b>	<b>Net</b>	<b>Net</b>	<b>Total</b>	<b>Total</b>
8	<b>Period</b>		<b>Plan2008</b>	<b>Objective</b>	<b>Actual</b>	<b>Subtotal</b>	<b>Subtotal</b>	<b>Revenue</b>	<b>Revenue</b>	<b>Revenue</b>	<b>Revenue</b>
9					<b>2007</b>						
72	<b>Other Direct Expense</b>										
73	<b>Direct Consultants:</b>										
74	611.00	Structural	41,343.96	3,445	36,351.88	2.47%		0.59%	0.59%	0.36%	0.38%
75	612.00	Mechanical	525,256.62	43,771	461,834.50	31.36%		7.43%	7.43%	4.62%	4.82%
76	613.00	Electrical	635,909.45	52,992	559,126.55	37.97%		9.00%	9.00%	5.59%	5.83%
78	615.00	Civil	136,246.03	11,354	119,795.00	8.13%		1.93%	1.93%	1.20%	1.25%
81	616.00	Landscape	(12,018.13)	(1,002)	(10,567.00)	-0.72%		-0.17%	-0.17%	-0.11%	-0.11%
82	617.00	Sprinkler	232,203.76	19,350	204,166.31	13.86%		3.29%	3.29%	2.04%	2.13%
83	618.00	Architectural	0.00	0	0.00	0.00%		0.00%	0.00%	0.00%	0.00%
86	619.10	Planning Consultant	0.00	0	0.00	0.00%		0.00%	0.00%	0.00%	0.00%
87											
88		Total Direct Consultants	1,674,896.64	139,575	1,472,661.20	100.00%		23.70%	23.70%	14.73%	15.36%
89											
90	<b>Other Direct</b>										
91	639.00	Investment in Frye Design LLC	0.00	0	0.00	0.00%		0.00%	0.00%	0.00%	0.00%
92	641.00	Lodging	19,037.04	1,586	16,738.41	9.14%		0.27%	0.27%	0.17%	0.17%
93	642.00	Meals-Direct	8,130.42	678	7,148.71	3.90%		0.12%	0.12%	0.07%	0.07%
94	643.00	Commercial Air	64,136.24	5,345	56,392.11	30.80%		0.91%	0.91%	0.56%	0.59%
97	645.00	Car Rental	17,895.70	1,491	15,734.88	8.59%		0.25%	0.25%	0.16%	0.16%
98	645.10	Car Rental-Gasoline	2,710.10	226	2,382.87	1.30%		0.04%	0.04%	0.02%	0.02%
102											
103	661.00	Reproductions	481.40	40	423.27	0.23%		0.01%	0.01%	0.00%	0.00%
106	663.00	Postage/Shipping/Delivery	32,557.06	2,713	28,625.96	15.63%		0.46%	0.46%	0.29%	0.30%
107	664.00	Plan Review-Fire Marshall	47.77	4	42.00	0.02%		0.00%	0.00%	0.00%	0.00%
108	665.00	Specification Printing	21,624.39	1,802	19,013.35	10.38%		0.31%	0.31%	0.19%	0.20%
111	669.00	Bad Debt Expense	358.76	30	315.44	0.17%		0.01%	0.01%	0.00%	0.00%
112											
113		Total other direct expense	208,235.68	17,353	183,092.26	100.00%		2.95%	2.95%	1.83%	1.91%
114											
115		Total direct consultants and other	1,883,132.32	156,928	1,655,753.46			26.65%	26.65%	16.56%	17.27%
116											
117		<b>Net revenue</b>	<b>7,065,751.02</b>	<b>588,813</b>	<b>6,212,596.73</b>			<b>100.00%</b>	<b>100.00%</b>	<b>62.15%</b>	<b>64.79%</b>
118		Net Multiplier	3.33								
119	<b>Direct Labor</b>										
120	601.00	*LB-Direct Labor-Principals	520,551.20	43,379	248,295.07			7.37%	4.00%	4.58%	2.59%
121	602.00	*LB-Direct Labor-Employees	1,599,565.60	133,297	1,559,293.01			22.64%	25.10%	14.07%	16.26%
122											
123		<b>Total direct labor</b>	<b>2,120,116.80</b>	<b>176,676</b>	<b>1,807,588.08</b>			<b>30.01%</b>	<b>29.10%</b>	<b>18.65%</b>	<b>18.85%</b>
124											
125		Gross profit	4,945,634.22	412,136	4,405,008.65			69.99%	70.90%	43.50%	45.94%





	A	B	C	D	E	F	G	H	I	J	K
1	<b>Annual Profit Plan</b>										
2	<b>Year Ending</b>										
3	<b>December 31, 2008</b>										
4											
5											
6											
7	<b>Acct.#</b>	<b>Name</b>	<b>Annual Plan2008</b>	<b>Monthly Objective</b>	<b>Ref Budget Prior Yr Actual</b>	<b>Budget Percent of Subtotal</b>	<b>Ref Percent Subtotal</b>	<b>Budget Percent Net Revenue</b>	<b>Ref Percent Net Revenue</b>	<b>Budget Percent Total Revenue</b>	<b>Ref Percent Total Revenue</b>
8		<b>Period</b>			<b>2007</b>						
281	<b>Other Revenue</b>										
282	811.10	*Interest Income	(25,000.00)	(2,083)	(53,733.74)			-0.35%	-0.86%	-0.22%	-0.56%
283	811.50	Cash Value Life Insurance	0.00	0	(2,902.87)			0.00%	-0.05%	0.00%	-0.03%
284	811.30	*Sale of Assets-Gain/Loss	0.00	0	0.00			0.00%	0.00%	0.00%	0.00%
285	811.40	*Recovery of Bad Debt W/O	0.00	0	(16,917.75)			0.00%	-0.27%	0.00%	-0.18%
286											
287		<b>Total Other Revenue</b>	<b>(25,000.00)</b>	<b>(2,083)</b>	<b>(73,554.36)</b>			<b>-0.35%</b>	<b>-1.18%</b>	<b>-0.22%</b>	<b>-0.77%</b>
288	<b>Other Expense</b>										
289											
290	911.40	Bad Debt Write Off			0.00						
291	986.00	*Bonus Payroll Tax Exp.	42,773.96	3,564	38,801.60			0.61%	0.62%	0.38%	0.40%
292	987.00	*Cash Bonus	742,711.90	61,893	619,510.69			10.51%	9.97%	6.53%	6.46%
293	988.00	*Retirement Plan Contrib.	627,439.39	52,287	515,795.31			8.88%	8.30%	5.52%	5.38%
294											
295		<b>Total Other Expense</b>	<b>1,412,925.25</b>	<b>117,744</b>	<b>1,174,107.60</b>			<b>20.00%</b>	<b>18.90%</b>	<b>12.43%</b>	<b>12.24%</b>
296											
297		<b>Net Profit Before Tax</b>	<b>254,386.25</b>	<b>21,199</b>	<b>379,347.10</b>			<b>3.60%</b>	<b>6.11%</b>	<b>2.24%</b>	<b>3.96%</b>
298											
299	999.00	*Provision for Income Tax	91,480.00	7,623	143,553.00			1.29%	2.31%	0.80%	1.50%
300											
301		<b>Net profit after tax</b>	<b>162,906.25</b>	<b>13,576</b>	<b>235,794.10</b>			<b>2.31%</b>	<b>3.80%</b>	<b>1.43%</b>	<b>2.46%</b>
302											
303		*Dividend/Principals' Bonus	406.25	34	0.00			0.01%	0.00%	0.00%	0.00%
304											
305		<b>Increase in net worth</b>	<b>162,500.00</b>	<b>13,542</b>	<b>235,794.10</b>			<b>2.30%</b>	<b>3.80%</b>	<b>1.43%</b>	<b>2.46%</b>

	A	B	C	D	E	F	G	H	I	J
1				<b>Per</b>	<b>Mult</b>	<b>Mult</b>	<b>Percent</b>	<b>Percent</b>	<b>Per</b>	<b>Per</b>
2		<b>Plan2008</b>	<b>Target</b>	<b>Direct</b>	<b>of Dir</b>	<b>of</b>	<b>of Net</b>	<b>of Total</b>	<b>Total</b>	<b>Technical</b>
3	<b>Profit Plan Analysis:</b>	<b>Annual</b>	<b>Monthly</b>	<b>Hour</b>	<b>Labor</b>	<b>DPE</b>	<b>Revenue</b>	<b>Revenue</b>	<b>FTE</b>	<b>FTE</b>
4										
5	Billed fee	8,948,883	745,740	127.55	4.22	2.89	126.65%	78.71%		
6	Reimbursable Revenue	2,419,845	201,654	34.49	1.14	0.78	34.25%	21.29%		
7	Unbilled Revenue-WIP	-	-	0.00	0.00	0.00	0.00%	0.00%		
8	<b>Total Revenue</b>	<b>11,368,728</b>	<b>947,394</b>	<b>162.04</b>	<b>5.36</b>	<b>3.67</b>	<b>160.90%</b>	<b>100.00%</b>	<b>201,323</b>	<b>258,155</b>
9	Reimbursable Expenses	2,419,845	201,654	34.49	1.14	0.78	34.25%	21.29%		
10	Revenue less Reimbursables	8,948,883	745,740	127.55	4.22	2.89	126.65%	78.71%		
11	Total direct consultants and other	1,883,132	156,928	26.84	0.89	0.61	26.65%	16.56%		
12	<b>Net Revenue</b>	<b>7,065,751</b>	<b>588,813</b>	<b>100.71</b>	<b>3.333</b>	<b>2.28</b>	<b>100.00%</b>	<b>62.15%</b>	<b>125,124</b>	<b>160,445</b>
13	Direct Labor	2,120,117	176,676	30.22	1.00	0.68	30.01%	18.65%		
14	Indirect expense	3,303,323	275,277	47.08	1.56	1.07	46.75%	29.06%		
15	Break-even point	5,423,440	451,953	77.30	2.56	1.75	76.76%	47.70%		
16										
17	Operating Profit	1,642,311	136,859	23.41	0.77	0.53	23.24%	14.45%	29,083	37,293
18										
19	DPE Factor from Labor Budget					<b>1.4605</b>				
20	(Divided into multiple of direct labor to compute multiple of DPE)									
21										
22	<b>Full-time-equivalents</b>								56.47	44.04
23										
24										
25	<b>Net Revenue per FTE</b>	<b>Annual</b>	<b>Monthly</b>							
26										
27	Total staff	125,124	10,427							
28	Technical staff	160,445	13,370							
29										
30										
31	<b>Operating Profit per FTE</b>	<b>Annual</b>	<b>Monthly</b>							
32										
33	Total staff	29,083	2,424							
34	Technical staff	37,293	3,108							
35										
36										
37	<b>Revenue Factor Target</b>	<b>2.05</b>	(Net multiplier x Utilization rate)							
38	Net Multiplier	3.33								
39	Utilization Rate	61.63%								
40										
41										
42	<b>Revenue factor</b>	<b>2.05</b>	(Net revenue / Total labor)							
43	Net revenue	7,065,751								
44	Total labor	3,440,217								
45										
46										
47	<b>Labor percentage of net revenue</b>	<b>48.69%</b>								
48	Total Labor	3,440,217								
49	Net Revenue	7,065,751								

	A	B	C	D	E	F
1		<b>Annual</b>	<b>Annual</b>	<b>Monthly</b>	<b>Monthly</b>	
2	<b>Time Analysis</b>	<b>Dollars</b>	<b>Hours</b>	<b>Dollars</b>	<b>Hours</b>	<b>FTE</b>
3	Technical direct	2,120,117	70,160	176,676	5,847	33.73
4	Technical indirect	413,492	12,879	34,458	1,073	6.19
5	Technical indirect PTO	279,032	8,562	23,253	713	4.12
6	<b>Total technical</b>	<b>2,812,641</b>	<b>91,600</b>	<b>234,387</b>	<b>7,633</b>	<b>44.04</b>
7	Non-technical indirect	570,295	23,822	47,525	1,985	11.45
8	Non-technical indirect PTO	57,281	2,036	4,773	170	0.98
9	<b>Total nontechnical</b>	<b>627,577</b>	<b>25,858</b>	<b>52,298</b>	<b>2,155</b>	<b>12.43</b>
10	<b>Total technical and nontechnical</b>	<b>3,440,217</b>	<b>117,458</b>	<b>286,685</b>	<b>9,788</b>	<b>56.47</b>
11	Total technical and nontechnical PTO	336,313	10,598	28,026	883	5.09
12	Total less PTO	3,103,904	106,861	258,659	8,905	51.38
13						
14	<b>Standard hours</b>		2,080.0		173.3	
15						
16	<b>Ratio: Technical/Nontechnical</b>	4.48	3.54	4.48	3.54	3.54
17						
18	<b>Utilization Rates:</b>	<b>Dollars</b>	<b>Hours</b>	<b>Dollars</b>	<b>Hours</b>	
19	Firmwide	61.63%	59.73%	61.63%	59.73%	
21	Technical only	75.38%	76.59%	75.38%	76.59%	
22						

	A	B	C	D	E
1	<b>Computation of Benefits Factor for Multiple of Direct Personnel Expense</b>				
2					
3	Total wages	3,440,217			
4	<b>Less Paid-time-off benefits:</b>				
5	Holiday Pay	105,089	105,089		
6	Vacation Pay	231,225	231,225		
7	Personal Time-off	-	-		
8					
9	Net wages for hours worked	3,103,904			
10	Cash bonus	742,712			
11	Profit sharing plan	-			
12					
13	<b>Total wages for hours worked</b>	<b>3,846,616</b>		<b>3,846,616</b>	
14					
15	<b>Mandatory benefits:</b>				
16	FICA	206,165			
17	Medicare	49,883			
18	Fica & MC tax on bonus	42,774			
19	Federal unemployment tax	3,346			
20	State unemployment tax	1,046			
21	Workers' compensation ins.	51,707			
22					
23	<b>Total mandatory benefits</b>	<b>354,921</b>	<b>354,921</b>		
24					
25	<b>Customary benefits:</b>				
26	Health care ins.	422,292			
27	Disability ins.	30,274			
28	Retirement plan contribution	627,439			
29	Cellular Phones	-			
30					
31	<b>Total customary benefits</b>	<b>1,080,005</b>	<b>1,080,005</b>		
32					
33	<b>Total benefits</b>		<b>1,771,240</b>	<b>1,771,240</b>	
34					
35					
36	<b>Computation of DPE Benefits Factor</b>				
37					
38	Benefits factor			0.460	
39	Raw labor			1.000	
40					
41	DPE factor			1.460	146.05%
42					

	A	B	C
1	<b>Summary of Budget Rates and Multipliers:</b>		
2	<b>Year Ending December 31, 2008</b>		
3		<b>Project</b>	<b>Annual</b>
4		<b>Budget</b>	<b>Profit</b>
5		<b>Multipliers</b>	<b>Plan</b>
6	Average billing rate per direct hour	\$100.71	\$100.71
7	Average direct labor rate	\$30.22	\$30.22
8	Overhead per direct labor hour	\$47.08	\$47.08
9	Break-even rate	\$77.30	\$77.30
10	Operating profit per direct labor hour	\$23.41	\$23.41
11			
12			
13	Total Multiplier	5.36	5.36
14	Other direct and reimbursable	2.03	2.03
15	Net Multiplier	3.33	3.33
16	Direct labor	1.00	1.00
17	Overhead multiple of direct labor	1.56	1.56
18	Break-even multiplier	2.56	2.56
19	Operating profit multiple of direct labor	0.77	0.77
20			
21	Multiple of DPE	2.28	2.28
22	DPE factor	1.46	1.46
23	Net multiplier	3.33	3.33
24			
25			
26	Operating profit percentage of net revenue	23.24%	23.24%
27			
28	Operating profit percentage of total revenue	14.45%	14.45%



	A	B	C	D	E	F
1	<b>Computation of Federal Income Tax Provision:</b>					
2	Increase in net worth				162500	
3	Dividend				406	
4	<b>Less - State income tax deduction:</b>					
5	Balance of Prior Years State Tax Paid			0		
6	State Tax Deposits Paid this Year			0	0	
7	<b>Federal Taxable Income</b>				162906	
8	Federal Income Tax Rate		0.65	1.00	0.35	
9	<b>Federal Income Tax Provision</b>					87719
10						
11	<b>Computation of State Income Tax Provision</b>					
12	Federal Taxable Income				162906	
13	Add: State Income Tax Deducted of Federal Return				0	
14						
15	Net Income Before Federal Income Tax Decuction				162906	
16	Deduct: Federal Income Tax				87719	
17	<b>State Taxable Income</b>					<b>75188</b>
18						
19	<b>State Income Tax Calculation</b>		<b>Taxable</b>	<b>Rate</b>	<b>Tax</b>	
			<b>Income</b>			
20	First	25000	25000	0.04	1000	
21	Next	25000	25000	0.05	1250	
22	Next	50000	25188	0.06	1511	
23	Next	100000	0	0.07	0	
24	Excess over	200000	0	0.08	0	
25						
26	<b>State Income Tax Provision</b>			75188	3761	3761
27						
28	<b>Total Federal and State Income Tax Provision</b>					<b>91480</b>
29						

	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Profit Plan Report</b>															
2	<b>Prior Years Actual and Current Year-to-Date vs Plan Year</b>															
3	<b>December 31, 2008</b>															
4																
5																
6			<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Period</b>	<b>Annual</b>	<b>Variance</b>
7	<b>Acct.#</b>	<b>Name</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>	<b>11</b>	<b>12</b>	<b>Plan2008</b>	<b>from</b>
8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
9																
10	<b>Revenue:</b>															
11	401.10	Billed Fee-Lump Sum	6057351	6398993	6402025	6101846	4671171	3845098	3569915	4933659	4377353	3729955	4484814	4544117	5460196	916079
12	401.20	Billed Fee-DPE/Hourly	937924	1831590	1241629	1501463	2068901	1774385	1211462	1083286	1193760	1699086	2146563	2503794	3008550	504756
13	401.30	Billed Fee-Extra Service	296060	198447	152863	137726	381178	288008	234596	65818	243068	229834	173080	399583	480137	80554
14	411.00	Other	0	0					0	0	0	0	0	0	0	0
15																
16		Total Billed Fee	7291335	8429029	7796517	7741035	7121251	5907491	5015973	6082762	5814181	5658875	6804456	7447494	8948883	1501389
17																
18	<b>Reimbursable expense revenue:</b>															
19	421.00	Reimb Consultant	994332	1111529	811801	1133646	491472	1020113	733112	940830	1307114	1591752	1621410	1900879	2092441	191562
20	422.00	Reimb Other	270220	499858	300208	363714	299432	223911	167430	146865	240866	224480	184012	226781	327404	100623
21																
22		Total reimbursable expense reve	1264552	1611387	1112009	1497359	790903	1244023	900542	1087695	1547980	1816232	1805422	2127661	2419845	292184
23																
24	402.00	Unbilled Revenue-WIP	14734	335351	-433907	17184	535279	-435663	-341891	366551	39464	218293	-307310	13626	0	-13626
25																
26		Total revenue	8570621	10375767	8474620	9255578	8447432	6715852	5574624	7537009	7401625	7693400	8302568	9588780	11368728	1779948
27	<b>Reimbursable expense</b>															
28	<b>Consultants</b>															
29	511.00	Structural	-3765	19502	10267	12565	7044	11580	280	7045	0	0	32222	28735	40417	11682
30	512.00	Mechanical	201119	155478	131270	222311	186888	181324	165073	159044	216314	226439	292904	275273	387180	111908
31	513.00	Electrical	527788	505262	307161	472939	322760	344245	301664	406478	372333	533508	657701	838274	1179061	340787
32	514.00	Mechanical & Electrical	5828	23168	8053	500	3397	2195	300	600	0	0	0	61425	86396	24971
33	515.00	Civil	46614	67064	183128	88414	32542	53688	48889	102555	338785	162943	69444	66693	93806	27113
34	515.10	Civil Geotechnical										5250	4716	0	0	0
35	515.50	Civil-Survey								200	43016	152782	148457	35338	49704	14366
36	516.00	Landscape	5481	4933	4029	1863	15600	8925	11170	5455	9623	3205	0	3348	4709	1361
37	517.00	Sprinkler	101273	45729	48663	58895	55490	36236	42475	125606	119735	162562	158530	171683	241478	69795
38	518.00	Architectural	13770	0	4088	1953	0	0	6045	4264	0	0	5350	6489	9127	2638
39	519.00	Other	2852	2701	0	25561	-11628	48190	6779	0	3700	-1200	3190	400	563	163
40	519.10	Planning Consultant									325	0	0	0	0	0
41																
42		Total consultants	900960	823837	696658	885001	612092	686383	582674	811245	1103830	1245488	1372513	1487657	2092441	604784
43																

	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Profit Plan Report</b>															
2	<b>Prior Years Actual and Current Year-to-Date vs Plan Year</b>															
3	<b>December 31, 2008</b>															
4																
5																
6																
7	<b>Acct.#</b>	<b>Name</b>	<b>Period 1</b>	<b>Period 2</b>	<b>Period 3</b>	<b>Period 4</b>	<b>Period 5</b>	<b>Period 6</b>	<b>Period 7</b>	<b>Period 8</b>	<b>Period 9</b>	<b>Period 10</b>	<b>Period 11</b>	<b>Period 12</b>	<b>Annual Plan2008</b>	<b>Variance from</b>
8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
44	<b>Other reimbursable expense</b>															
45	541.00	Lodging	15342	22850	13148	12511	6378	7744	10766	11717	20688	13540	14518	14132	19877	5745
46	542.00	Meals-Reimbursable	4404	5683	4448	3228	3327	3068	3867	4604	5640	3306	729	2800	3938	1138
47	543.00	Commercial Air Travel	98290	145834	99865	84370	61016	43986	63042	43256	72922	52238	39849	70697	99438	28741
50	545.00	Car Rental	7157	14113	9117	6821	7179	7479	7251	7718	13127	10216	13654	12383	17417	5034
51	545.10	Car Rental-Gasoline								66	1228	756	916	1624	2284	660
52	546.00	Personal Auto Mileage	747	369	781	1111	739	1111	639	3425	1790	2486	2314	1555	2187	632
54																
55	561.00	Reproductions/Printing	14268	47025	16215	18301	13985	4843	3200	15037	34108	6140	4365	8044	11314	3270
56	561.10	Reproductions - Inhouse	24537	47317	23083	45586	3726	9239	12789	4314	22319	22156	18856	33931	47725	13794
57	562.00	Renderings/Photos/Models	1803	1241	354	586	2432	1288	3379	513	111	4812	888	140	197	57
58	563.00	Postage/Ship/Delivery	24068	57860	29546	29775	33271	14959	11425	20112	31241	28813	14663	26390	37119	10729
59	564.00	Plan Review-Fire Marshal	19994	21720	11556	14108	18007	12113	10588	8090	20619	41267	21691	17361	24420	7058
60	565.00	Specification Repro	3005	2592	0	5229	11156	2733	5029	11263	4188	3179	639	4294	6040	1746
63	566.00	Other Office Expense	255	1528	898	266	1216	2192	261	10	89	-56	862	2501	3518	1017
64																
65	Total other reimbursable expense		242225	434972	266502	298172	177647	169160	146823	147761	230547	202606	179117	232773	327404	94630
66																
67	Total reimbursable expense		1143185	1258809	963160	1183174	789739	855543	729497	959006	1334377	1448095	1551630	1720430	2419845	699415
68																
69	Revenue less reimbursable expense		7427436	9116958	7511459	8072404	7657693	5860309	4845126	6578003	6067248	6245305	6750938	7868350	8948883	1080533
72	<b>Other Direct Expense</b>															
73	<b>Direct Consultants:</b>															
74	611.00	Structural	35750	101021	38600	110397	128533	24865	3876	27584	17490	13145	-2195	36352	41344	4992
75	612.00	Mechanical	619468	541435	553002	587701	513608	375112	345723	520041	474951	359060	410875	461835	525257	63422
76	613.00	Electrical	685039	727094	593678	641450	600611	415905	424119	645486	667091	473548	523080	559127	635909	76783
78	615.00	Civil	10785	185283	215462	195058	90752	24175	13706	73090	14518	8355	-11119	119795	136246	16451
81	616.00	Landscape	1839	42406	65628	34936	10718	11495	-200	19926	12533	4801	19215	-10567	-12018	-1451
82	617.00	Sprinkler	273865	392530	316217	272008	188219	203887	188176	189283	223646	172913	190046	204166	232204	28037
83	618.00	Architectural	5500	8250	0	29208	-3398	0	3052	0	0	0	0	0	0	0
86	619.10	Planning Consultant	0	0	0	0	0	0	0	0	9579	14613	0	0	0	0
87																
88	Total Direct Consultants		1702467	2034480	1820152	1874781	1613577	1127822	1068182	1519308	1451665	1122799	1182694	1472661	1674897	202235
89																



	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Profit Plan Report</b>															
2	<b>Prior Years Actual and Current Year-to-Date vs Plan Year</b>															
3	<b>December 31, 2008</b>															
4																
5																
6																
7	<b>Acct.#</b>	<b>Name</b>	<b>Period 1</b>	<b>Period 2</b>	<b>Period 3</b>	<b>Period 4</b>	<b>Period 5</b>	<b>Period 6</b>	<b>Period 7</b>	<b>Period 8</b>	<b>Period 9</b>	<b>Period 10</b>	<b>Period 11</b>	<b>Period 12</b>	<b>Annual Plan2008</b>	<b>Variance from</b>
8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
127	<b>Indirect Expense</b>															
128	<b>Indirect Labor</b>															
129	701.00	*LB-Indirect Labor-Principals	143621	95337	119510	121543	123279	159340	60300	6385	10766	5331	4397	110	122047	121937
131	702.00	*LB-Indirect Labor-Technical	205112	209138	344894	325075	383547	508593	430167	299027	437288	433538	514286	497645	291445	-206199
132	702.10	*LB-Indirect Labor-Nontech.	427736	409566	417206	423867	417151	419353	388689	393121	426022	439726	468792	513232	570295	57063
133	703.00	Payroll Variance	-164960	-251172	-159567	-214440	-17300	-8184	-5417	-5606	-77654	-7905	-6714	-21989	0	21989
135	704.00	Temporary Help	383	60	0	0	0	0	0	0	0	0	870	7800	9000	1200
136																
137	Total indirect labor		611892	532502	791670	718549	906677	1079102	873738	777119	883233	947785	1024981	1027246	992787	-34459
138																
139	<b>Paid-time-off</b>															
140	711.00	*LB-Holiday Pay	65335	70439	73479	74207	84063	81530	67863	64896	74650	77962	81126	89509	105089	15579
141	712.00	*LB-Vacation Pay	131647	127085	136341	138585	137161	114397	113874	107317	115284	138566	132703	149070	231225	82154
142	713.00	*LB-Personal Time-Off	9751	16557	29287	40452	-112728	12672	-16373	-16624	-28776	-6564	-19014	-90580	0	90580
143																
144	Total paid-time-off		206734	214082	239107	253243	108496	208600	165364	155590	161158	209964	194815	148000	336313	188313
145																
146	<b>Payroll related expense</b>															
147	721.00	*LB-Employer's FICA Tax	166647	177144	179738	187153	207725	181165	152208	160577	177879	184192	193868	209641	206165	-3476
148	721.10	*LB-Employer's Medicare Tax	0	0	0	0	0	0	0	0	0	0	0	0	49883	49883
149	722.00	*LB-Federal Unemployment	3379	3470	3361	3394	3223	3083	2560	2634	3421	2977	2760	3231	3346	115
150	723.00	*LB-State Unemployment	2309	1378	1262	1085	1520	1461	868	3066	3146	1366	1080	2055	1046	-1009
151	724.00	*LB-Workers' Comp Insurance	16856	17902	24488	12200	17130	15020	11693	13556	18520	18276	11921	15477	51707	36230
152	729.00	Misc Employee Benefits	499	0	60	190	140	0	0	0	0	0	0	0	0	0
153																
154	Total payroll related expense		189690	199894	208909	204022	229737	200729	167329	179832	202966	206809	209629	230404	312147	81743
155																
156	<b>Benefits</b>															
157	731.00	*LB-Health Care Insurance	167192	227080	209812	269100	269837	230729	265923	191207	228839	273111	316024	371875	422292	50417
158	731.01	Health Care Insurance Withheld				-59812	-54110	-53915	-27720	-18124	-36727	-29972	-30514	-14707	0	14707
159	731.10	Employee Medical Expense	187	360	384	1094	43	0	0	0	0	0	2306	-1743	0	1743
160	732.10	Stockholders Physical	1611	1160	622	1088	2245	3681	2655	2078	1955	1703	1681	5533	3600	-1933
161	733.00	*LB-Disability Income Ins.	12192	0	7048	14206	14194	13105	11144	12840	15469	16873	18120	20350	30274	9924
162	734.00	*LB-Pension Plan Contribution	0	0	0	0	0	0	0	0	0	2000	0	0	0	0
163	735.10	Retirement Plan Fees	8522	24589	30858	27776	25487	12521	9822	8591	13586	9941	13463	12286	13000	714
164	737.00	Professional Development	5401	11312	11822	10857	12791	11526	5272	7133	10553	7096	8617	8317	8700	383
168	738.00	Professional Registration	16516	13925	24511	27150	22194	24119	22152	12875	22870	26985	30468	34345	35000	655
169	739.00	Employee Relations	10039	8888	10517	17017	17982	13961	1422	3386	5599	7961	7694	6688	7000	312
171	739.20	*LB-Cell Phone	13525	19677	27036	27560	26839	27366	5923	0	0	73	267	663	0	-663
172																
173	Total benefits		235185	306992	322609	336036	337503	283092	296592	219986	262144	324019	377055	452546	519866	67319

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8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
174	<b>Other indirect expense</b>															
175																
176	741.00	Lodging	19812	20586	23462	23667	29023	28689	12576	17574	28311	14382	7789	25755	26000	245
177	742.00	Meals-Indirect	7651	9077	12495	14857	15749	18048	9625	8339	15136	15099	10129	11244	12000	756
178	743.00	Commercial Air Travel	36458	38496	34760	39983	81835	40863	18977	21189	36824	15757	10976	16968	17000	32
189	748.00	Auto Gas & Oil	12242	13151	12946	13246	16087	11746	7040	6692	7818	9976	11799	12250	14000	1750
190	749.00	Other Travel Expense	18599	0	0	0	0	0	0	0	0	0	0	0	0	0
191	751.00	Legal	2922	3318	1496	4723	19572	30585	3861	1320	1177	489	1954	2174	2400	227
192	752.00	Accounting/Tax	9845	6826	10558	10064	7668	8687	7634	7277	5503	10578	7235	11384	12000	616
196	755.00	Prof Liability Insurance (Sch)	82488	68880	73653	73521	64196	67353	72036	68826	80460	86655	86914	90927	95000	4073
197	756.00	Other Insurance (Sch)	4934	3914	3415	4504	8985	9664	6169	4830	7775	8062	7812	8429	8500	71
198	756.10	Stockholders' Life Insurance	45993	45993	49198	27537	16429	9429	4369	0	0	0	4369	0	0	0
199	756.11	Life insurance cash value	-41726	-42313	-72659	-51645	-11787	-8957	-5160	0	0	0	-6433	0	0	0
200	756.20	Stockholders' Disability Ins.	5427	5937	5429	6123	5449	3746	1861	1537	2025	1730	1730	1586	1800	214
201	757.00	Miscell Tax & Licenses	23183	2318	2391	2000	2016	2350	2000	95	26	2273	2061	2141	2400	259
202	757.10	Personal Property Taxes	10039	10874	10861	12110	10974	12539	9017	8677	8247	6992	5858	6107	6200	93
203	757.20	Corp Franchise Tax	40	170	348	609	35	125	349	10	164	315	105	786	800	15
204	757.30	Corp Annual Registration	75	300	25	175	20	0	55	0	150	30	25	1060	1200	140
211	760.10	Print/Repro Recovery (Cr)	-114608	-52347	-30	-1032	-1229	-323	-9016	-3240	-798	-486	-598	0	0	0
212	761.00	Reproductions-Outside	899	4008	1688	1054	1870	998	1264	1531	1193	1589	472	1225	1300	75
213	761.10	Print/Repro Supplies	2956	0	1009	0	-130	115	4195	1033	820	341	0	618	700	82
214	762.00	Renderings/Photos/Models	3505	4834	5145	4900	6038	10824	3294	2221	3109	1435	1226	487	600	113
215	763.00	Postage/Ship/Delivery	41704	45645	35828	41377	45071	43096	38438	45073	18075	21537	38749	11147	12000	853
227	767.00	Rent	135795	135588	135588	137971	135673	135873	147224	135588	135588	135588	135588	135588	135588	0
232	768.00	Telephone	35354	47492	42785	41813	41825	51533	51110	44936	39864	29772	28711	36369	37000	631
235	769.00	Office Supplies	17005	25065	27038	25909	21929	20098	11372	12849	14674	16884	17129	22951	23000	49
238	769.20	Dues	15337	17172	13191	11228	13361	12521	10613	15022	10389	9697	7488	10761	12000	1239
239	769.30	Books & Periodicals	13409	8266	11664	10145	11158	8489	4760	7388	11057	15229	7853	10923	12000	1077
242	771.00	Depreciation-Furn & Fixtures	11947	7246	4481	4015	27747	11820	8277	5709	4138	5132	3926	1963	1963	0
243	772.00	Depreciation-Leasehold Improve	1291	422	422	422	422	422	422	422	422	422	422	422	422	0
244	773.00	Depreciation-Computer Equipme	133797	104560	105653	129963	83337	79857	66022	69564	116994	73309	45949	143869	143869	0
245	773.10	Depreciation-Software	16538	27055	24884	18348	8603	5111	4461	52112	29008	33480	31126	1128	1128	0
257	792.00	Maintenance Contract	24787	6703	18850	0	69	0	0	981	0	0	3526	3134	0	-3134
258	792.10	Computer Repairs	1855	3191	554	0	0	0	0	136	0	2150	0	600	0	-600
264	795.10	Computer Software Annual Upda	1887	27594	9788	21089	27403	34140	53127	13678	67029	56314	16461	118780	120000	1220
268	795.41	Deltek OSP and Vision Support									4669	7075	9565	12017	0	-12017
269	796.00	Plotter Supplies	77228	81555	66701	43436	36468	34578	25941	28748	23668	22352	19296	37340	38000	660
270	796.10	Plotter Maintenance	14335	5715	2856	22778	0	2685	34463	14098	0	30196	46858	46101	48000	1899
272	796.90	Plotter Expense Recovery (Cr)		-86504	-107067	-99025	-32863	-25962	-35601	-18969	-69983	-54764	-45215	-64465	-65000	-535
273	797.00	Personnel Training	0	0	0	0	0	0	0	0	0	0	0	0	0	0
274																
275		Total Other Indirect	861389	846127	745847	771236	995575	902227	699158	791024	923552	811792	884298	1066912	1142209	75298
276																
277		Total Indirect	2104890	2099596	2308142	2283086	2577988	2673750	2202180	2123550	2433051	2500370	2690778	2925108	3303323	378214
278																
279		Operating Profit	1276039	2613982	1286744	1551816	1255296	390816	229386	1516300	563995	1030457	1253760	1479900	1642311	162411

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8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
280	<b>Other Revenue</b>															
281																
282	811.10	*Interest Income	-57276	-83494	-42813	-38998	-42403	-31748	-8993	-6683	-4695	-14977	-25057	-53734	-25000	28734
283	811.20	Cash Value Life Insurance	0	0	0	0	0	0	0	-696	-772	-1491	0	-2903	0	2903
284	811.30	*Sale of Assets-Gain/Loss	0	47023	0	0	0	0	0	0	0	0	0	0	0	0
285	811.40	*Recovery of Bad Debt W/O	-151055	-19006	-25762	0	0	-105354	-20919	-50922	-26025	-22629	0	-16918	0	16918
286																
287		<b>Total Other Revenue</b>	<b>-208331</b>	<b>-55477</b>	<b>-68575</b>	<b>-38998</b>	<b>-42403</b>	<b>-137102</b>	<b>-29911</b>	<b>-58301</b>	<b>-31492</b>	<b>-39097</b>	<b>-25057</b>	<b>-73554</b>	<b>-25000</b>	<b>48554</b>
288	<b>Other Expense</b>															
289																
290	911.40	Bad Debt Write Off											20989	0	0	0
291	986.00	*Bonus Payroll Tax Exp.	47238	78963	25439	32699	0	5980	14026	28182	2400	18405	36545	38802	42774	3972
292	987.00	*Cash Bonus	922571	1851353	540050	581868	470197	117973	408895	391264	120189	300383	561490	619511	742712	123201
293	988.00	*Retirement Plan Contrib.	486484	596373	473887	490835	465146	0	326072	375326	378295	410023	470913	515795	627439	111644
294																
295		<b>Total Other Expense</b>	<b>1456292</b>	<b>2526689</b>	<b>1039376</b>	<b>1105401</b>	<b>935343</b>	<b>123953</b>	<b>748993</b>	<b>794771</b>	<b>500884</b>	<b>728811</b>	<b>1089937</b>	<b>1174108</b>	<b>1412925</b>	<b>238818</b>
296																
297		<b>Net Profit Before Tax</b>	<b>28077</b>	<b>142770</b>	<b>315943</b>	<b>485413</b>	<b>362357</b>	<b>403964</b>	<b>-489696</b>	<b>779829</b>	<b>94603</b>	<b>340743</b>	<b>188880</b>	<b>379347</b>	<b>254386</b>	<b>-124961</b>
298																
299	999.00	*Provision for Income Tax	16625	58747	119729	196401	150260	165079	-199166	302328	43349	129661	72175	143553	91480	-52073
300																
301		<b>Net profit after tax</b>	<b>11452</b>	<b>84023</b>	<b>196214</b>	<b>289012</b>	<b>212098</b>	<b>238885</b>	<b>-290530</b>	<b>477501</b>	<b>51254</b>	<b>211082</b>	<b>116705</b>	<b>235794</b>	<b>162906</b>	<b>-72888</b>
302																
303		<b>*Dividend/Principals' Bonus</b>	<b>5500</b>	<b>5500</b>	<b>5500</b>	<b>2100</b>	<b>2100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1000</b>	<b>875</b>	<b>0</b>	<b>0</b>	<b>406</b>	<b>406</b>
304																
305		<b>Increase in net worth</b>	<b>5952</b>	<b>78523</b>	<b>190714</b>	<b>286912</b>	<b>209998</b>	<b>238885</b>	<b>-290530</b>	<b>477501</b>	<b>50254</b>	<b>210207</b>	<b>116705</b>	<b>235794</b>	<b>162500</b>	<b>-73294</b>
306																

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8		<b>Period</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
307		<b>Cash vs. Accounts Receivable:</b>	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
308		Cash balance	36844	179206	32581	43895	43895	42256	29575	38999	39498	35024	88602	64110	88602	24492
309		Accounts receivable	2096535	1969978	2263134	2707211	2707211	1854879	1466637	1879894	2146748	1778268	2374338	2210125	2374338	164213
310		Current	1092439	836042	793194	1140225	1140225	453362	697758	675914	1125626	730878	665345	774486	665345	-109141
311		Employees	594	0	0	2410	2410	1397	7472		120938	0	0	10	0	-10
312		Over 30	849076	575737	682810	936986	936986	650557	373889	487537	592901	341719	749054	889150	749054	-140096
313		Over 60	52914	391206	488533	341516	341516	537141	314019	123737	98241	19158	348988	187931	348988	161057
314		Travel Advance	440	0	340	480	480	600	513	50	100	180	0	420	0	-420
315		Over 90	101072	166993	298258	285595	285595	211822	72986	592656	208942	686333	610951	358128	610951	252823
316		Average Collection Period-(Days)		56	60											
317																
318	<b>Analysis of Operations</b>															
319	<b>Time Analysis</b>															
320		Technical direct	77033	83565	72003	74897	67772	53898	41791	47025	47496	49716	48354	59035	70160	11125
321		Technical indirect	10114	11092	18599	12985	15427	21098	18665	12465	15132	18864	19331	17763	12879	-4885
322		Technical indirect PTO	7258	7458	5991	7956	3989	6506	4604	4773	4064	6241	5126	4244	8562	4318
323		Total technical	94405	102115	96593	95838	87188	81502	65060	64263	66692	74821	72811	81042	91600	10558
324		Non-technical indirect	29001	26573	24675	25916	23668	23675	21566	21000	21889	20849	21192	22199	23822	1623
325		Non-technical indirect PTO	2558	2280	4083	2398	2061	2121	2022	2598	2384	2304	2308	1955	2036	81
326		Total nontechnical	31559	28853	28758	28314	25729	25796	23588	23598	24273	23153	23500	24154	25858	1704
327		Total technical and nontechnical	125964	130966	125350	124152	112917	107298	88648	87861	90965	97974	96311	105196	117458	12262
328		Total technical and nontechnical	9816	9737	10074	10354	6050	8802	7030	7371	6448	8545	7434	6199	10598	4399
329		Total less PTO	116148	121229	115276	113798	106867	98496	81618	80490	84517	89429	88877	98997	106861	7864
330																
331		Standard hours	2,096	2,088	2,080	2,080	2,080	2,080	2,088	2,088	2,080	2,088	2,088	2,088	2,080	(8)
332																
333	<b>Overtime</b>															
334		Technical	4,742.5	4,905.0	1,334.0	3,031.5	2,913.5	641.0	374.5	133.0	1,093.5	(32.5)	558.0	1,972.0	-	
335		Non-technical	423.5	116.0	(45.5)	(97.5)	(157.0)	490.0	(185.5)	(945.0)	(683.5)	(503.0)	(505.0)	(144.5)	-	
336		Total overtime	5,166.0	5,021.0	1,288.5	2,934.0	2,756.5	1,131.0	189.0	(812.0)	410.0	(535.5)	53.0	1,827.5	-	
337																
338	<b>Overtime percentage</b>															
339		Technical	5.29%	5.05%	1.40%	3.27%	3.46%	0.79%	0.58%	0.21%	1.67%	-0.04%	0.77%	2.49%	0.00%	
340		NonTechnical	1.36%	0.40%	-0.16%	-0.34%	-0.61%	1.94%	-0.78%	-3.85%	-2.74%	-2.13%	-2.10%	-0.59%	0.00%	
341		Average overtime percentage firr	4.28%	3.99%	1.04%	2.42%	2.50%	1.07%	0.21%	-0.92%	0.45%	-0.54%	0.08%	1.77%	0.00%	
342																

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8	<b>Period</b>		<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
343	<b>Full-time-equivalents: Tech/NonTech</b>															
344	Technical-regular		42.78	46.56	45.80	44.62	40.52	38.88	30.98	30.71	31.54	35.85	34.60	37.87	44.04	6.17
345	Technical-overtime		2.26	2.35	0.64	1.46	1.40	0.31	0.18	0.06	0.53	-0.02	0.27	0.94	0.00	-0.94
346	Total technical		45.04	48.91	46.44	46.08	41.92	39.18	31.16	30.78	32.06	35.83	34.87	38.81	44.04	5.23
347	NonTechnical regular		14.85	13.76	13.85	13.66	12.45	12.17	11.39	11.75	12.00	11.33	11.50	11.64	12.43	0.79
348	NonTechnical overtime		0.20	0.06	-0.02	-0.05	-0.08	0.24	-0.09	-0.45	-0.33	-0.24	-0.24	-0.07	0.00	0.07
349	Total nontechnical		15.06	13.82	13.83	13.61	12.37	12.40	11.30	11.30	11.67	11.09	11.25	11.57	12.43	0.86
350	Total FTE		60.10	62.72	60.26	59.69	54.29	51.59	42.46	42.08	43.73	46.92	46.13	50.38	56.47	6.09
351	<b>FTE: Regular+Overtime</b>															
352																
353	FTE-Regular		57.63	60.32	59.65	58.28	52.96	51.04	42.37	42.47	43.54	47.18	46.10	49.51	56.47	6.96
354	FTE-Overtime		2.46	2.40	0.62	1.41	1.33	0.54	0.09	-0.39	0.20	-0.26	0.03	0.88	0.00	-0.88
355	FTE-Total		60.10	62.72	60.26	59.69	54.29	51.59	42.46	42.08	43.73	46.92	46.13	50.38	56.47	6.09
356																
357	<b>Ratio: Technical/NonTechnica</b>		2.99	3.54	3.36	3.38	3.39	3.16	2.76	2.72	2.75	3.23	3.10	3.36	3.54	0.19
358																
359																
360	<b>Utilization rates:</b>		1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
361	Firm-wide dollars		67.49%	72.00%	62.11%	64.85%	63.25%	51.33%	49.87%	56.87%	55.79%	53.84%	54.14%	60.60%	61.47%	0.87%
362	Firm-wide dollars less paid-time-o		73.52%	78.29%	68.10%	71.39%	65.84%	55.73%	54.19%	61.28%	59.87%	58.76%	58.42%	63.76%	68.11%	4.34%
363	Firm-wide standard hours		63.77%	66.35%	58.04%	61.79%	61.52%	50.77%	47.24%	53.03%	52.45%	50.47%	50.23%	57.11%	59.73%	2.62%
364	Firm-wide total hours		61.15%	63.81%	57.44%	60.33%	60.02%	50.23%	47.14%	53.52%	52.21%	50.74%	50.21%	56.12%	59.73%	3.61%
365	Firm-wide hours less paid-time-o		66.32%	68.93%	62.46%	65.82%	63.42%	54.72%	51.20%	58.42%	56.20%	55.59%	54.41%	59.63%	65.66%	6.02%
366	Technical only hours		81.60%	81.83%	74.54%	78.15%	77.73%	66.13%	64.23%	73.18%	71.22%	66.45%	66.41%	72.84%	76.59%	3.75%
367																
368	<b>Per Direct Hour</b>		1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
369	Net revenue		65.95	79.38	73.40	75.14	82.34	82.06	82.92	103.56	90.85	98.18	111.36	105.24	100.71	(4.53)
370	Average direct labor rate		22.06	22.97	23.47	23.94	25.78	25.20	24.73	26.15	27.75	27.16	29.78	30.62	30.22	(0.40)
371	Overhead expense		27.32	25.13	32.06	30.48	38.04	49.61	52.70	45.16	51.23	50.29	55.65	49.55	47.08	(2.47)
372	Break-even		49.38	48.10	55.53	54.42	63.82	74.81	77.43	71.31	78.97	77.46	85.43	80.17	77.30	(2.87)
373	Operating profit		16.56	31.28	17.87	20.72	18.52	7.25	5.49	32.24	11.87	20.73	25.93	25.07	23.41	(1.66)
374																
375	<b>Multiples of Direct Labor</b>		1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
376	Net revenue		2.99	3.46	3.13	3.14	3.19	3.26	3.35	3.96	3.27	3.61	3.74	3.44	3.33	(0.10)
377	Direct labor		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	-
378	Overhead rate		1.24	1.09	1.37	1.27	1.48	1.97	2.13	1.73	1.85	1.85	1.87	1.62	1.56	(0.06)
379	Break-even		2.24	2.09	2.37	2.27	2.48	2.97	3.13	2.73	2.85	2.85	2.87	2.62	2.56	(0.06)
380	Operating profit		0.75	1.36	0.76	0.87	0.72	0.29	0.22	1.23	0.43	0.76	0.87	0.82	0.77	(0.04)
381																

	A	B	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>Profit Plan Report</b>															
2	<b>Prior Years Actual and Current Year-to-Date vs Plan Year</b>															
3	<b>December 31, 2008</b>															
4																
5																
6																
7	<b>Acct.#</b>	<b>Name</b>	<b>Period 1</b>	<b>Period 2</b>	<b>Period 3</b>	<b>Period 4</b>	<b>Period 5</b>	<b>Period 6</b>	<b>Period 7</b>	<b>Period 8</b>	<b>Period 9</b>	<b>Period 10</b>	<b>Period 11</b>	<b>Period 12</b>	<b>Annual Plan2008</b>	<b>Variance from</b>
8		<b>Period</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>Plan2008</b>	<b>Prior Year</b>
382	<b>Summary Recap</b>															
383		Total revenue	8570621	10375767	8474620	9255578	8447432	6715852	5574624	7537009	7401625	7693400	8302568	9588780	11368728	1779948
384		Other direct and reimbursable	3490434	3742346	3189897	3627912	2866867	2293104	2109412	2667254	3086676	2812178	2918032	3376184	4302977	926794
385		Net revenue	5080187	6633421	5284722	5627666	5580565	4422748	3465211	4869755	4314949	4881222	5384536	6212597	7065751	853154
386		Direct labor	1699258	1919843	1689835	1792764	1747280	1358182	1033645	1229905	1317903	1350396	1439999	1807588	2120117	312529
387		Overhead expense	2104890	2099596	2308142	2283086	2577988	2673750	2202180	2123550	2433051	2500370	2690778	2925108	3303323	378214
388		Break-even	3804148	4019439	3997978	4075850	4325269	4031932	3235826	3353455	3750955	3850765	4130776	4732696	5423440	690743
389		Operating profit	1276039	2613982	1286744	1551816	1255296	390816	229386	1516300	563995	1030457	1253760	1479900	1642311	162411
390																
391		<b>Net Revenue per FTE</b>	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
392		Total staff	84,533	105,755	87,692	94,284	102,797	85,736	81,619	115,729	98,665	104,028	116,735	123,312	125,124	1,812
393		Technical staff	112,791	135,637	113,799	122,139	133,133	112,872	111,211	158,226	134,575	136,218	154,412	160,064	160,445	381
394																
395		<b>Operating Profit per FTE</b>	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
396		Total staff	21,233	41,674	21,351	25,999	23,123	7,576	5,403	36,035	12,896	21,961	27,181	29,374	29,083	(291)
397		Technical staff	28,331	53,449	27,708	33,680	29,947	9,974	7,362	49,267	17,590	28,757	35,954	38,129	37,293	(836)
398																
399		<b>Revenue factor</b>	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Plan2008	
400			<b>2.02</b>	<b>2.49</b>	<b>1.94</b>	<b>2.04</b>	<b>2.02</b>	<b>1.67</b>	<b>1.67</b>	<b>2.25</b>	<b>1.83</b>	<b>1.95</b>	<b>2.02</b>	<b>2.08</b>	<b>2.05</b>	<b>(0.03)</b>
401		Net multiplier	2.99	3.46	3.13	3.14	3.19	3.26	3.35	3.96	3.27	3.61	3.74	3.44	3.33	(0.10)
402		Utilization rate	67.49%	72.00%	62.11%	64.85%	63.25%	51.33%	49.87%	56.87%	55.79%	53.84%	54.14%	60.60%	61.47%	0.87%
403		over/(under)	(0.24)	0.29	(0.23)	0.03	(0.01)	(0.36)	(0.43)	0.40	(0.02)	0.10	0.17	(0.77)	-	0.77
404		<b>Revenue factor target</b>	<b>2.26</b>	<b>2.20</b>	<b>2.17</b>	<b>2.01</b>	<b>2.03</b>	<b>2.03</b>	<b>2.10</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>1.85</b>	<b>2.85</b>	<b>2.05</b>	<b>(0.80)</b>
405		<b>Revenue factor-Actual</b>	<b>2.02</b>	<b>2.49</b>	<b>1.94</b>	<b>2.04</b>	<b>2.02</b>	<b>1.67</b>	<b>1.67</b>	<b>2.25</b>	<b>1.83</b>	<b>1.95</b>	<b>2.02</b>	<b>2.08</b>	<b>2.05</b>	<b>(0.03)</b>
406		Net revenue-Actual	5080187	6633421	5284722	5627666	5580565	4422748	3465211	4869755	4314949	4881222	5384536	6212597	7065751	853154
407		Total labor-Actual	2517883	2666426	2720613	2764556	2762453	2645884	2072747	2162613	2362293	2508145	2659795	2982834	3449217	466383
408		Total Labor-Calculated	2247870	3015191	2435356	2799834	2744990	2175479	1650101	2632300	2332405	2638498	2910560	2179859	3449217	1269359
409		Net Revenue-Calculated	5690416	5866137	5903729	5556758	5616068	5379082	4352768	4000834	4370242	4640068	4920620	8501078	7065751	(1435327)
410		<b>Revenue factor variance</b>														
411		Net revenue-over/(under)	(610230)	767284	(619007)	70908	(35503)	(956334)	(887557)	868920	(55293)	241153	463916	(2288481)	(232341)	2056140
412		Total labor-over/(under)	270013	(348765)	285257	(35278)	17463	470405	422646	(469687)	29888	(130353)	(250765)	802976	115881	(687095)
413																
414		<b>Labor percentage of net reveni</b>	<b>49.56%</b>	<b>40.20%</b>	<b>51.48%</b>	<b>49.12%</b>	<b>49.50%</b>	<b>59.82%</b>	<b>59.82%</b>	<b>44.41%</b>	<b>54.75%</b>	<b>51.38%</b>	<b>49.40%</b>	<b>48.01%</b>	<b>48.82%</b>	<b>0.80%</b>
415		Total labor	2517883	2666426	2720613	2764556	2762453	2645884	2072747	2162613	2362293	2508145	2659795	2982834	3449217	466383
416		Net revenue	5080187	6633421	5284722	5627666	5580565	4422748	3465211	4869755	4314949	4881222	5384536	6212597	7065751	853154
417																
418		<b>Average Annual Salary</b>	41,897	42,510	45,144	46,316	50,886	51,291	48,821	51,394	54,016	53,453	57,664	59,205	61,080	1,875
419																