

BUSINESS PLANNING

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THE FLAMINGO PROJECT



LET'S MAKE IT EASY

LET'S PUT THIS PROCESS INTO
FOCUS



WHY A BUSINESS PLAN

Opportunity to put what you know and the plans you have on paper

- Find commonality
- Communicate initiatives
- Set goals



YR 1

YR 2

YR 3

YR 4

YR 5

STRATEGIC PLAN



YR 1

YR 2

YR 3

YR 4

YR 5

STRATEGIC PLAN

INITIATIVE 1

INITIATIVE 2

INITIATIVE 3







COMMUNICATION TOOL

WHO IS INVOLVED?

Anyone involved in leadership, pursuing business, performance, and client satisfaction.

- Regional, Sector Leadership, General Manager
- Business Development
- Marketing – Corporate Initiatives and Pursuit
- Project Managers
- Key Staff



BUSINESS PLAN OUTLINE

Detail what each section is and why

Show examples of how you might put together the information for your business plan



WHAT IS IN IT?

1. Executive Summary
2. Market Opportunity – Internal and External Analysis
 - Current Position, Future Opportunity, Market Health
3. Target Project
4. SWOT
5. BD Plan
6. Marketing Strategies
7. Targets – Goals

WHAT IS NOT HERE –
FINANCIAL PROFORMA



SECTION 1: EXECUTIVE SUMMARY

You do this last...



SECTION 2: MARKET OPPORTUNITY

Current Position

- Historic Revenue By Year
- Current Revenue
- Backlog Revenue
- Pipeline By Sector/Region

Opportunity

- Market Health or Size – what drives your market, is it increasing or decreasing?
- Assignable Market Size – what can we actually win? What will increase or decrease for us?



SECTION 3: TARGET PROJECT

Sector

Scope

Services

Size

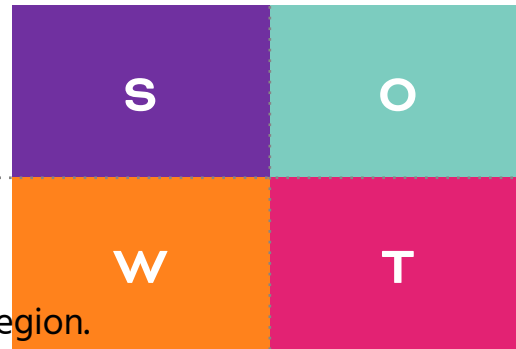
Budget

Location

**YOU JUST
BUILT A
GO/NO GO**



SECTION 4: SWOT



- List the top 5 in each area.
- Focus on your ability to win, deliver, and grow in your region.
- Are there disruptors that need to be mentioned?



SECTION 5: BUSINESS DEVELOPMENT

Target Clients – who are your top clients and top aspirational clients and WHY?

Target Project – based on history of profitable and successful projects

Competitors – Top 2 reasons you lose, and win

Strategic Partners – based on relationships with you and your target clients



EVENTS, CONFERENCES, COMMUNITY ENGAGEMENT

What will it take for BD to meet the goal?

Local Events

Local Sponsorships

Local Initiatives



SECTION 6: MARKETING PLAN TO SUPPORT

Led by Marketing Team in response to Business Plan and Company wide Objectives

Key Marketing Activities:

- Digital Marketing + Website
- Events/Conferences: Sponsorship and Speaking
- Organizations: Sponsorship and Speaking
- Thought Leadership: What, Where and when for thought leadership
- Collateral: Specific content for the market for BD and Proposals



SECTION 7: TARGETS

REVENUE GOAL	REGION 1	REGION 2	REGION 3
TARGET PROJECT 1			
TARGET PROJECT 2			
STRATEGIC GROWTH MEASUREMENT			



SECTION 1: EXECUTIVE SUMMARY

Summarize your goals in all key areas: Operations, Quality Culture, Talent, Technology & Real Estate. Provide measurable targets for each goal.

- Operations
 - Ex: increase profitability – make investments in systems and tools
- Culture
 - How will you foster your local culture?
- Talent
 - What is needed for you to meet your revenue goals – changes, additions, subtractions
- Technology and Real Estate
 - What do you need to reach your goals?



HOW TO GET THERE

Example: Region



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STEPS:



1. Gather internal documents



2. Do external research



3. Build your BD and Marketing Plans



4. Workshop



5. Refine



6. Report



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STEP 1: INTERNAL DOCUMENT CHECKLIST

ITEM	RESPONSIBILITY
Market Position Historic Revenue By Year Current Revenue Backlog Revenue Pipeline By Sector/Region	
How Competitive Are We In This Market? Hit Rate Profitability Client Satisfaction	
Market Intelligence - Research	
Business Development Plan Competitors Core Clients Partners Activity Plan	
Revenue Targets	
Marketing Plan Campaign Ideas to support region	



WHAT IS IN IT?

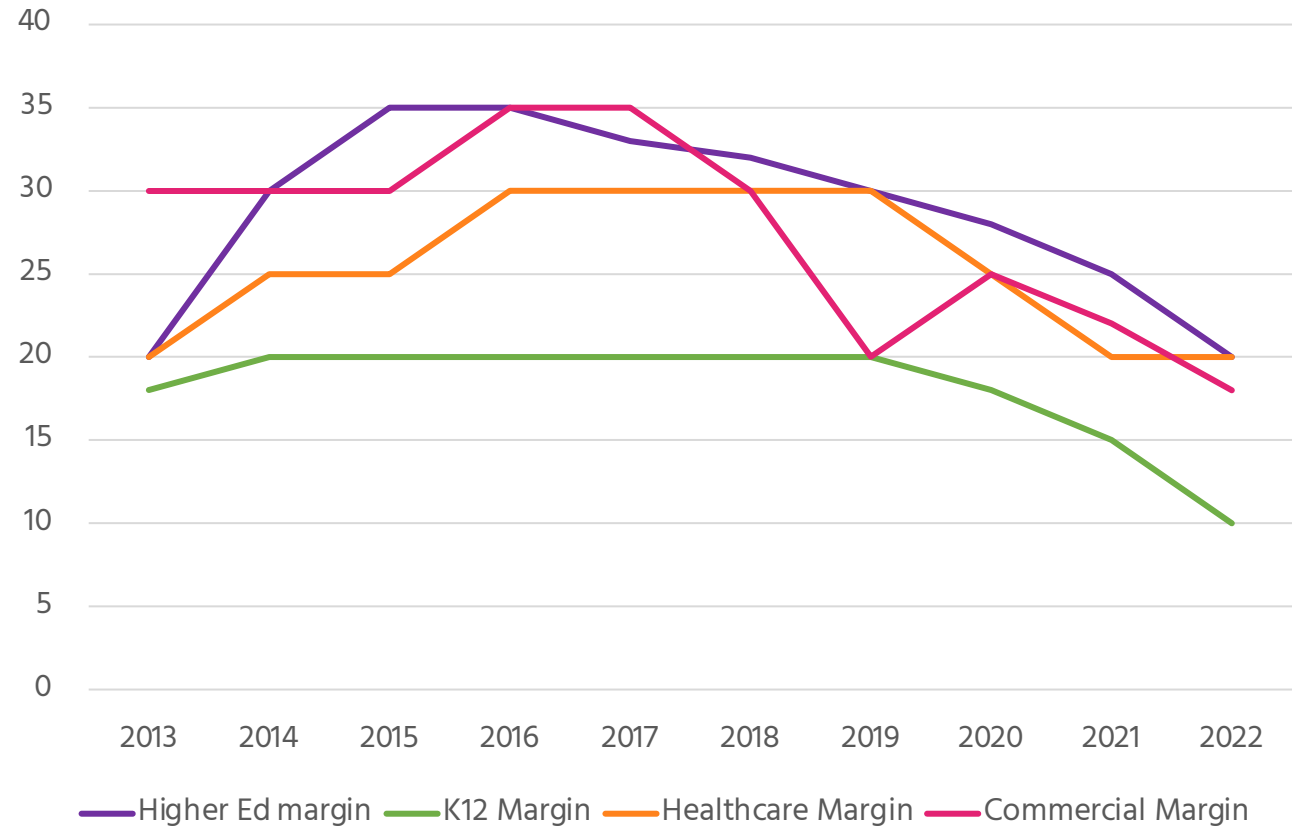
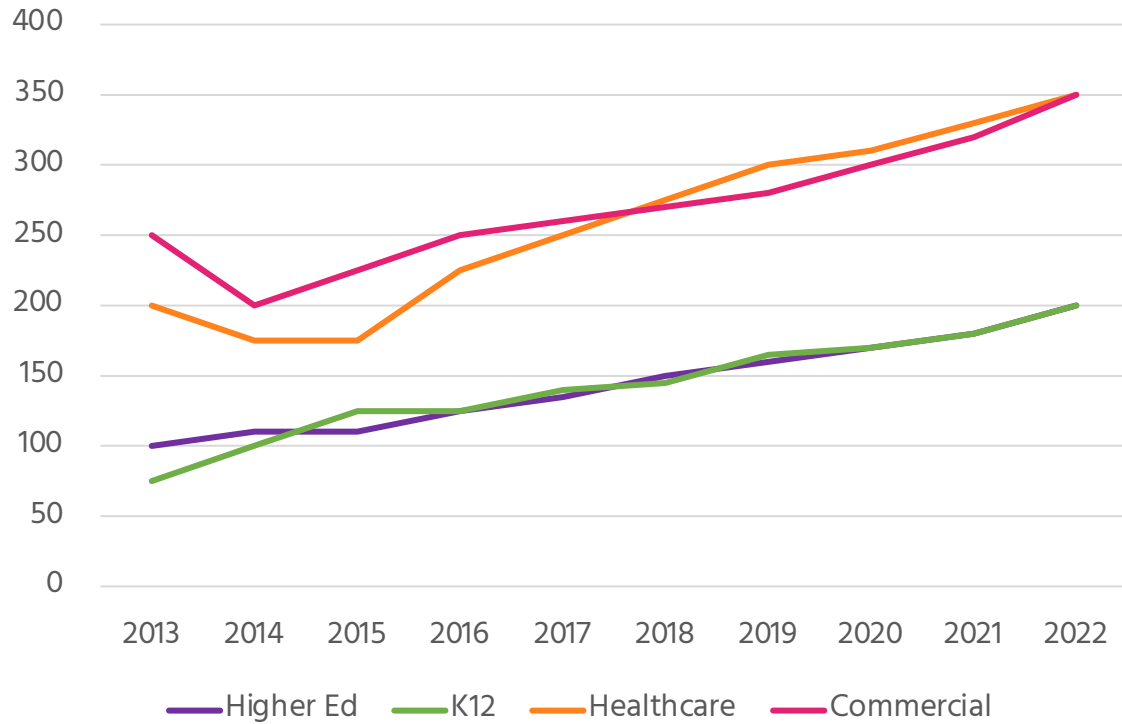
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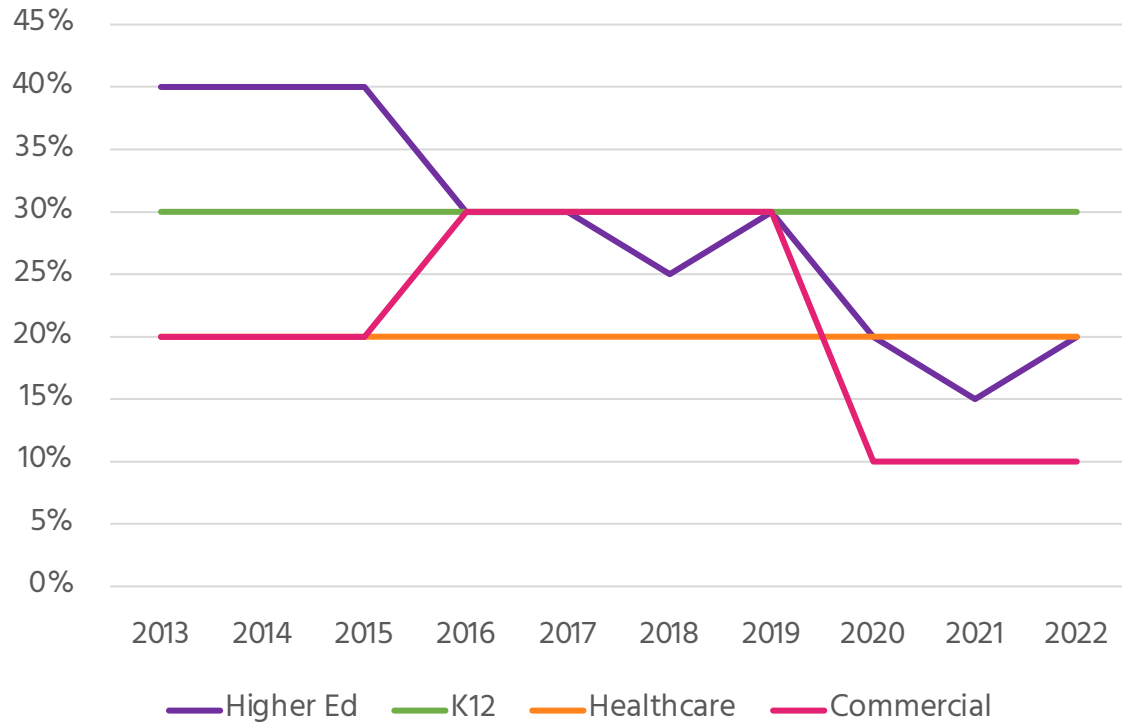
SECTION 2: MARKET POSITION



REVENUE HISTORY + PROFITABILITY



HIT RATE + CLIENT RETENTION



**NET PROMOTER SCORE
% REPEAT CLIENTS**



REVENUE HISTORY + PROFITABILITY

TAKEAWAYS

Commercial – While our revenue has steadily increased over the last 5 years, the commoditization and project sizes have impacted our profitability. This market remains important for us to explore but we need to be more discerning about project size and client.

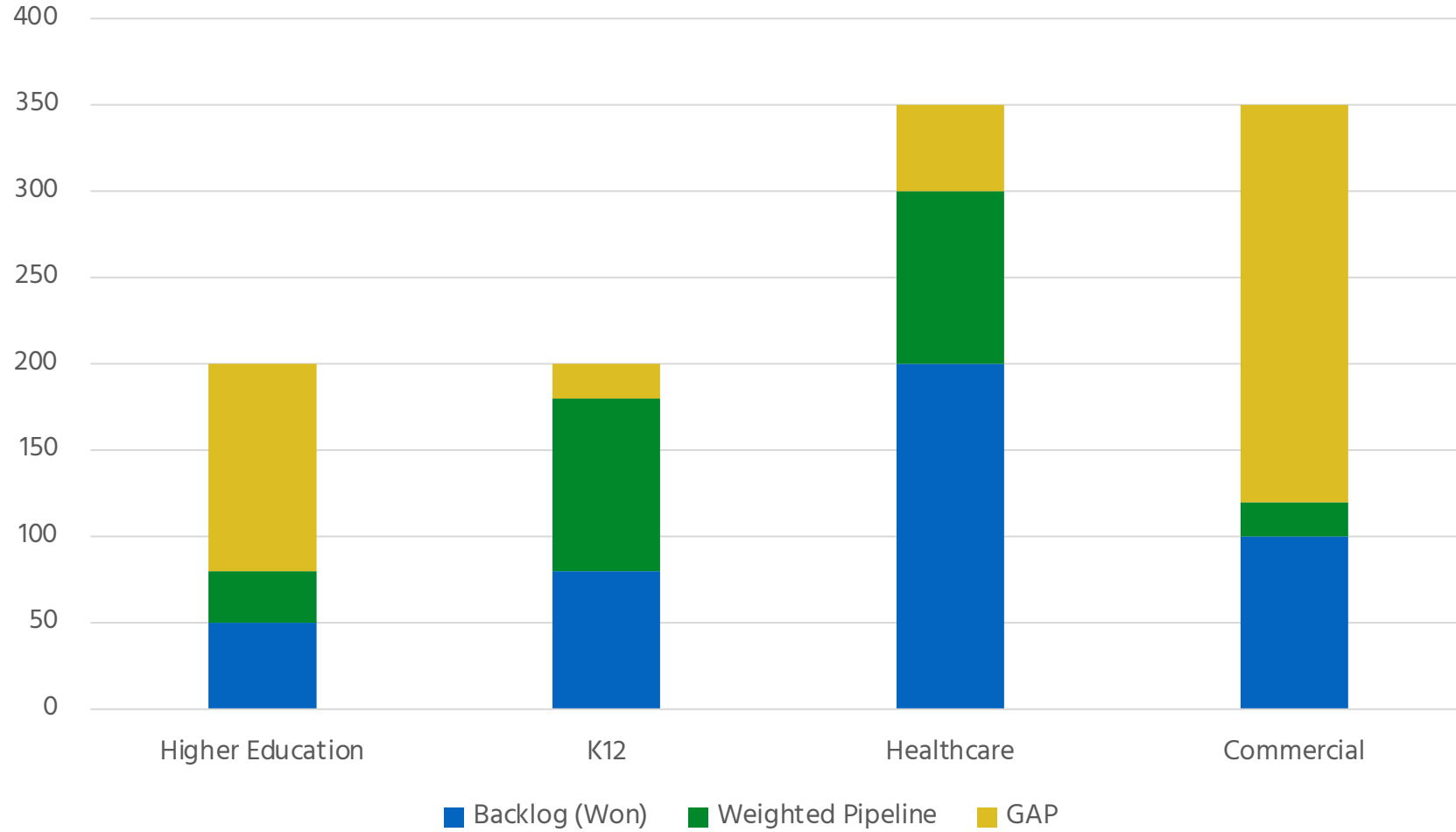
Healthcare – our Healthcare revenue continues to increase due to contracted project size. The profitability has taken a hit due to the number of minority consultants required to win the large projects that we have been working on.

Higher Education – our Higher Education revenue is basically flat with inflation applied. The project types we pursue are not currently in demand due to the demographic changes. Our profitability has taken a hit as the state legislature changed the mandated fee percentage in favor of design-build rather than design-bid-build.

K-12 - While our revenue has steadily increased over the last 5 years, the commoditization and project sizes have impacted our profitability.



FUTURE



WHAT IS IN IT?

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STEPS:



1. Gather internal documents



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ANSWER TO A QUESTION
THAT INFORMS ACTION
WITH A DEFENDABLE WHY



CRAFT THE RIGHT QUESTION(S)

Is there work in the market to fill the yellow bar?

Is it with our services?

Do we know if there are disruptors that will impact our ability to win the work?

Has the buyer changed?

Has our competition changed?



SUPER GROWTH MODE: MARKET OPPORTUNITY EX. K12



BY THE NUMBERS!

Public school districts – 325

Charter Schools – 184

Education Districts – 12

Special Education and/or Vocational Cooperative Districts - 17



Public Schools (2022-2023)

Number of Schools	2,239
• Area Learning Centers-ALC's (<i>classification 41</i>)	276
• Distance Learning Programs-state approved (<i>classification 46</i>)	147
• K-12 Schools (<i>classification 40</i>)	5
• Elementary Schools (<i>classification 10</i>) Grades PK-6	1,004
• Middle Schools (<i>classification 20</i>) Grades 5-8	252
• Secondary Schools (<i>classification 31,32,33</i>) Grades 7-12	475
- Junior Highs (<i>classification 31</i>) Grades 7-9	14
- Senior Highs (<i>classification 32</i>) Grades 9-12 or 10-12	234
- Combined (<i>classification 33</i>) Grades 7-12	227



FUNDING TYPES

Long Term
Facilities
Maintenance
Revenue

Capital Bonds



FUNDING TYPES

Long-Term Facilities Maintenance Revenue

The 2015 Legislature created a new program to support facilities maintenance needs for school districts, charter schools, and cooperatives, including intermediate school districts. The program, Long-Term Facilities Maintenance Revenue, is a per pupil, formula-driven revenue source that replaces health and safety revenue, alternative facilities revenue, and deferred maintenance revenue beginning with the 2016-17 school year.



Table 26: Long-Term Facilities Maintenance Revenue; Appropriation and Levy

Fiscal Year	LTFM General Fund Aid	LTFM General Fund Equalized Levy	LTFM General Fund Unequalized Levy	LTFM Bond Fund Aid	Net LTFM Bond Fund Levy	Total
2023	\$61,385,000	\$105,983,000	\$177,872,000	\$47,585,000	\$191,991,000	\$584,816,000
2022	60,389,000	115,003,000	163,992,000	47,585,000	191,991,000	578,960,000
2021	60,628,000	120,679,000	119,782,000	45,127,000	179,670,000	525,886,000
2020	61,948,000	129,133,000	110,673,000	41,430,000	143,072,000	486,256,000
2019	64,515,000	135,020,000	99,393,000	38,308,000	131,919,000	469,155,000
2018	46,704,000	102,579,000	110,428,000	33,534,000	122,550,000	415,795,000

House Research Department

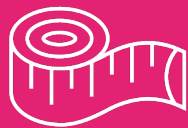


TODAY'S GOALS

- Understanding general Outlook and Forecast based in Population Data
- K12 growth opportunities based on the criteria below



BOND AGE



GROWING/
CONSOLIDATING



BOND VALUE



POLITICAL LEANING



COUNTY WINNERS FOR GROWTH

County	2020	2040	% Growth	#	2020 K12	2040 K12	% Growth	#
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- 10,000 People drives significant development (+/-)
- % are deceiving – look at how many people that represents
- Total # of people does not mean family formation years
- Last census averaged 7% growth nationally (over 10 years), 2020-2040 at 10%
- Forecasted numbers for K12 are the best numbers we can use



LEAN APPROACH:
MARKET OPPORTUNITY
EX. SECTOR DASHBOARD



LOOKING AT DFW'S FUTURE

SECTOR	NEW START FORECAST	COMMENTS/NOTES
OFFICE		Major wave of new starts in 2020, declining to historical levels and remaining steady for the next five years
MULTIFAMILY		Steady growth
EDUCATION		Steady growth across the full forecast period
HEALTHCARE		Significant growth over the forecast period
HOTELS		Major dropoff in new starts in 2021, with recovery beginning in 2022 and growing steadily

10yr Population Change:

19%



**Employment Growth
by 2025:**

13.2%



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BD PLAN AND ACTIVITIES

Key Existing Clients

Target New Clients

Activities

Goal: Communication, Buy-in, Teamwork



MARKETING PLAN AND ACTIVITIES

Campaigns

Activities and Initiatives

Goal: Communication, Buy-in, Teamwork



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WORKSHOP

8-9am: Market Overview

9-9:30am: Target Project Discussion

9:30-10:30am: SWOT Discussion

10:30am-11am: Initiative Discussion

11-11:30am: Target Discussion

11:30-12: Wrap-up, Next Steps



SECTION 3: TARGET PROJECT

Sector

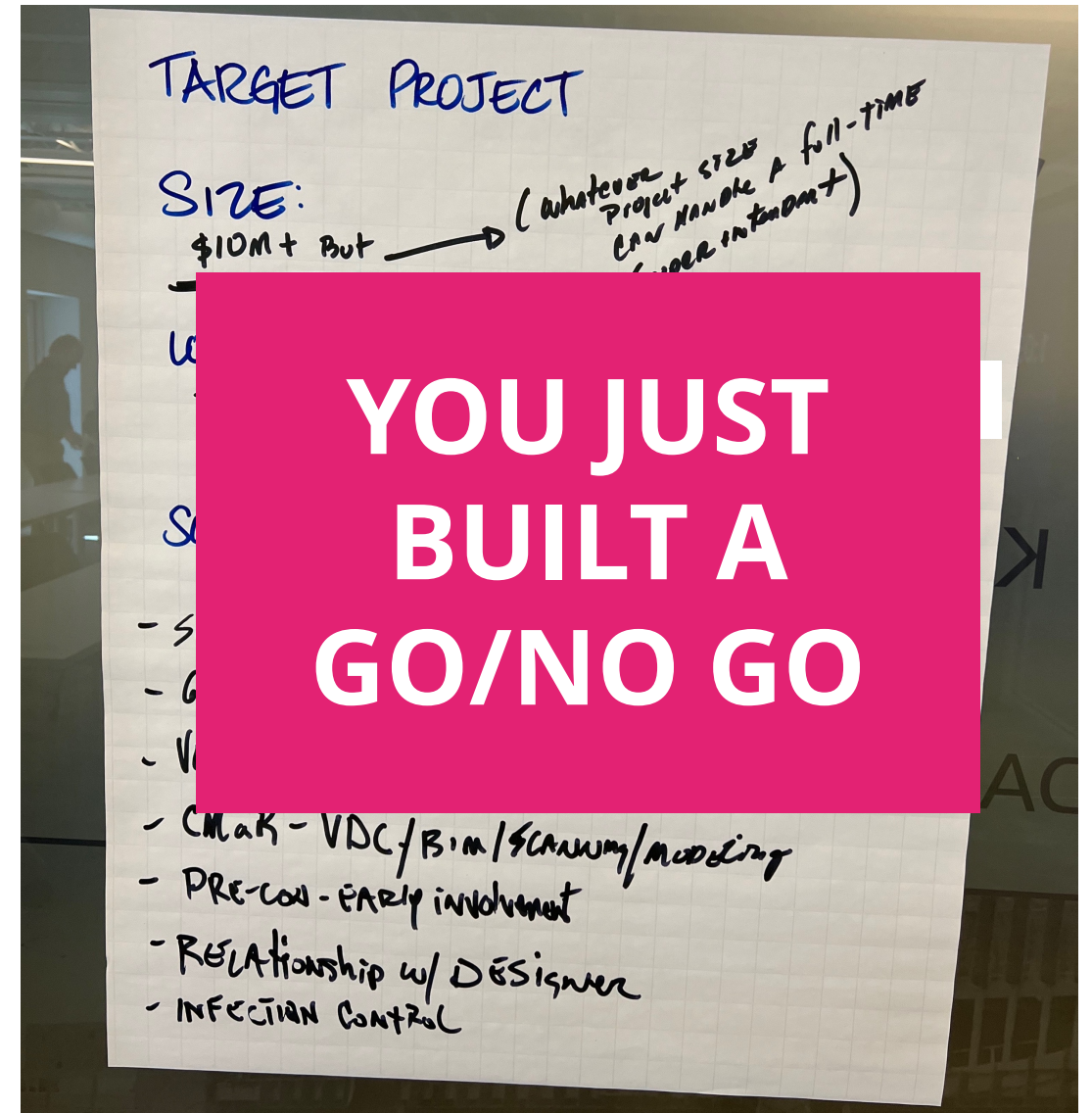
Scope

Services

Size

Budget

Location



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OPPORTUNITIES

Relationship for ongoing work - direct select

Focused approach to new work + relationships

Brand in new markets

Other non building services

Consolidated Owners

* MOB + Design Build - Developer led
urgent care
Maintenance

New office in La Crosse

Medical Tourism

Acquisition

* Surgery centers - Institutional

Psych
* Mental Health
Behavioral

THREATS

Development Company

Turnkey - Ryan Companies, Mortenson

Small GC

Outgrowing / Pricing Jobs

Economy

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INITIATIVE DISCUSSION

- Pick 1-3 initiatives that are critical to your ability to capture the work

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FOLLOW-UP

Quarterly Check-in Meetings

- Review Goals
- Discuss Progress on Initiatives
- Discuss any tweaks needed to meet goals
- What new intelligence do we have
- Celebrate Success



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