

2010 Principals, Partners & Owners Survey

of Architecture,
Engineering, Planning &
Environmental Consulting Firms

Confidential Questionnaire: Must be completed and returned by March 19, 2010.

Stop! Are you a president, CEO, partner, principal, associate, or owner in one of the following types of firms: architecture, engineering, planning, environmental consulting, interior design, land surveying, landscape architecture, or design/build?

- Yes.** Please turn the page. Answer the questions that are relevant to your firm.
- No.** Please ask the appropriate person in your firm to complete this questionnaire.

You'll save \$350 off the regular price of the survey report by completing this questionnaire! See the order form at the end of the questionnaire for more information.

Complete this questionnaire online! Go to www.zweigwhite.com/go/survey/.



ZweigWhite
321 Commonwealth Road
Suite 101
Wayland, MA 01778

Tel: (800) 466-6275
Fax: (800) 842-1560
info@zweigwhite.com
www.zweigwhite.com

Please read before beginning

ZweigWhite is conducting a comprehensive and unique study of top leaders in A/E/P and environmental consulting firms. This is a confidential survey. Do not put your name on the questionnaire.

While the results will be published in summary form, no one will be able to identify you as a participant.

The questions are not difficult; it should take you less than 30 minutes to complete the questionnaire. If you need assistance with any of the questions, or would like more information, contact Margot Suydam at (800) 466-6275 x236 or msuydam@zweigwhite.com.

To receive your survey report at a special discount, you must also return the enclosed order form. It is attached to the last page of your questionnaire— if you misplace it, please call.

Return your completed questionnaire by March 19, 2010, to:

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Firm Overview

- Which of the following best describes your firm overall? *(check one)*
 - Architecture or Interiors ^A
 - A/E *(primarily architecture)* ^B
 - Single-discipline Engineering ^C
 - Multidiscipline Engineering *(two or more disciplines, but not full-service)* ^D
 - Full-service Engineering or E/A *(civil, structural, mechanical & electrical; other services may include architecture, etc.)* ^E
 - Design/Build *(more than 50% of revenue from design/build services)* ^F
 - Environmental Consulting *(engineering and/or science; enviro. focus)* ^G
 - Other _____ ^H
- In what year was your firm founded?

<input type="checkbox"/> Prior to 1945 ^A	<input type="checkbox"/> 1980 - 1989 ^E
<input type="checkbox"/> 1945 - 1959 ^B	<input type="checkbox"/> 1990 - 1999 ^F
<input type="checkbox"/> 1960 - 1969 ^C	<input type="checkbox"/> 2000 to present ^G
<input type="checkbox"/> 1970 - 1979 ^D	
- In what state is your firm headquartered? _____
- How many offices does your firm have? _____
- In what state is *your* office located? _____
- Are you the manager of the office you work in?

<input type="checkbox"/> Yes ^A	<input type="checkbox"/> No ^B
---	--
- Does your firm own the space where your office is located?

<input type="checkbox"/> Yes ^A	<input type="checkbox"/> No ^B
---	--
- Approximately how many people are employed by your firm overall? *(full-time equivalent in all offices; include owners who work in the firm)*

- Which of the following categories of staff size does your firm fall into? *(using the number from question #8)*


<input type="checkbox"/> 1 - 24 ^A	<input type="checkbox"/> 100 - 249 ^D
<input type="checkbox"/> 25 - 49 ^B	<input type="checkbox"/> 250 - 499 ^E
<input type="checkbox"/> 50 - 99 ^C	<input type="checkbox"/> 500 + ^F
- Which of the following best describes your own profession? *(based on your education, registration, and work experience; check one)*

<input type="checkbox"/> Architect ^A	<input type="checkbox"/> Surveyor ^F
<input type="checkbox"/> Interior designer ^B	<input type="checkbox"/> Scientist <i>(e.g., geologist)</i> ^G
<input type="checkbox"/> Engineer ^C	<input type="checkbox"/> Business professional ^H
<input type="checkbox"/> Planner ^D	<input type="checkbox"/> Other _____ ^I
<input type="checkbox"/> Landscape architect ^E	
- Under what legal form of ownership is your firm organized? *(check one)*

<input type="checkbox"/> Proprietorship ^A	<input type="checkbox"/> Private Corp. (S-Corp) ^E
<input type="checkbox"/> Partnership ^B	<input type="checkbox"/> Public Corp. ^F
<input type="checkbox"/> Professional Corp. (PC) ^C	<input type="checkbox"/> LLC ^G
<input type="checkbox"/> Private Corp. (C-Corp) ^D	<input type="checkbox"/> Other _____ ^H
- If privately held, does any one principal own more than 50% of the firm?

<input type="checkbox"/> Yes ^A	<input type="checkbox"/> No ^B
---	--
- How many of each of the following does your firm have? *(please fill in both blanks, even if principals are the same as owners in your firm)*
_____ Principals _____ Owners *(exclude ESOP, if any)*
- Does your firm have an employee stock ownership plan (ESOP)? If so, what percentage of the firm's stock does it own?

<input type="checkbox"/> Yes, _____% ^A	<input type="checkbox"/> No ^B
---	--

15. What was your firm's annual net service revenue for 2009?
(gross revenue minus subconsultants' fees and reimbursable expenses)
\$ _____
16. What percentage of your firm's work is performed as...?
_____ % Prime consultant _____ % Subconsultant
17. Approximately what percentage of your firm's work is performed for public vs. private clients?
_____ % Public _____ % Private
18. Which of the following best describes your firm's growth or decline in revenue and staff over the past three years? (check one)
- Fast growth (average annual growth of 20% or more) ^A
 - Slow growth (average annual growth of 1% - 19%) ^B
 - Stable (unchanged for three years) ^C
 - Slow decline (average annual decline of 1% - 9%) ^D
 - Fast decline (average annual decline of 10% or more) ^E
19. Which of the following best describes your firm's annual net pre-tax, pre-bonus profit over the past three years? (check one)
- Very high profit (15.0% or more) ^A
 - High profit (10.0% - 14.9%) ^B
 - Average profit (5.0% - 9.9%) ^C
 - Low profit/loss (4.9% or less) ^D
20. Which of the following best describes your title/status?
- President, CEO, or managing partner ^A
 - Executive/senior vice president, CFO, COO, or other C-level title ^B
 - Vice president, principal, or director ^C
 - Associate or manager ^D
 - Other _____ ^E
-
- ## Firm Owners
-  **SHORT CUT!** If you are not an owner in your firm (do not include ESOP ownership), please skip this section and continue with #34 on page 4.
21. What percentage of your firm's outstanding stock (or share of partnership) do you own? (do not include ESOP ownership)
- 0.0% (non-owner; skip to #34) ^A
 - 0.1% - 9.9% ^B
 - 10.0% - 24.9% ^C
 - 25.0% - 49.9% ^D
 - 50.0% - 99.9% ^E
 - 100% (sole owner) ^F
22. How long have you been an owner in your firm? _____ years
23. Is your investment in the firm worth more than, less than, or the same as you paid for it? (check one)
- More ^A
 - Same ^B
 - Less ^C
24. Does your firm carry partner/stockholder life insurance on you?
- Yes ^A
 - No ^B
25. Did you borrow money to purchase your shares in the firm? (check all that apply)
- Yes, from the firm ^A
 - Yes, from a bank ^B
 - Yes, from selling shareholder ^C
 - Yes, from other source ^D
 - No ^E
26. If the firm financed your purchase, what were the terms? (if your firm financed your purchase at the prime rate, please specify what that rate was)
- Years _____ Interest rate _____ %
27. Did your firm give you any shares? If so, what percentage of the stock you currently own was given to you?
- Yes, _____ % ^A
 - No ^B
 - N/A (firm founder) ^C
28. Which do you think was a better investment over the last five years, your firm or a good mutual fund? (considering only return on investment; check one)
- My firm ^A
 - A good mutual fund ^B
29. How well balanced are the risks and rewards of firm ownership? (check one)
- Risks outweigh rewards ^A
 - Rewards outweigh risks ^B
 - Risks/rewards well balanced ^C
30. When the time comes to divest your stock, how would you prefer to sell it? (check one)
- Internally ^A
 - Through acquisition by another firm ^B
 - For the highest price, regardless ^C
31. Do you have a buy-sell agreement?
- Yes ^A
 - No (skip to #34) ^B
32. Does the agreement specify how stock value is established?
- Yes ^A
 - No ^B
33. Does it tie the value of your stock in any fashion to the conditions under which you leave the firm?
- Yes ^A
 - No ^B

Firm Leaders & Managers

34. Have you signed a non-compete agreement that prohibits you from competing for any of your firm's current or prospective clients in the event you should leave your firm?
 Yes ^A No (skip to #36) ^B
35. If so, for how long after you leave your firm is it in effect?
 _____ years
36. Do you have an employment agreement with your firm that specifies the severance pay you'd receive should you be fired or laid off?
 Yes ^A No (skip to #39) ^B
37. If so, how many weeks of severance pay does it specify?
 _____ weeks
38. What percentage of your annual base salary does the severance package provide? _____%
39. Have you signed a personal guarantee for some or all of the firm's debts?
 Yes ^A No ^B
40. Does your firm have a board of directors?
 Yes ^A No (skip to #46) ^B
41. If so, how many people are on your firm's board of directors? _____ people
42. Does your firm have any external board members?
 Yes ^A No (skip to #44) ^B
43. If so, where are they from? (check all that apply)
 AEC industry ^A Private equity firm ^F
 Family member/friend ^B Management consulting firm ^G
 Retired firm member ^C Client ^H
 Accounting/CPA firm ^D Other _____ ^I
 Law firm ^E
44. How often does your firm's board of directors meet?
 _____ times per year
45. Do you feel your firm's board of directors provides value to the firm?
 Yes ^A No ^B
46. Does your firm have an executive committee?
 Yes ^A No (skip to #49) ^B
47. If so, do you sit on the executive committee?
 Yes ^A No ^B
48. If your firm has *both* a board of directors and an executive committee, which has the primary responsibility for...? (check one per row)
- | | Board of directors | Executive committee |
|------------------------------|--------------------------|--------------------------|
| Strategic business planning | <input type="checkbox"/> | <input type="checkbox"/> |
| Day-to-day firm operations | <input type="checkbox"/> | <input type="checkbox"/> |
| Setting firm policies | <input type="checkbox"/> | <input type="checkbox"/> |
| Shareholder/ownership issues | <input type="checkbox"/> | <input type="checkbox"/> |
| Compensation | <input type="checkbox"/> | <input type="checkbox"/> |
| Other _____ | <input type="checkbox"/> | <input type="checkbox"/> |
49. Do you have voting rights in your firm?
 Yes ^A No ^B
50. Do you participate in your firm's business planning process?
 Yes ^A N/A (no business planning process; skip to #52) ^C
 No (skip to #52) ^B
51. If so, is your role limited to providing input on your division's or department's business plan, or do you have a say in the overall firm plan? (check one)
 I provide input on my division's or department's business plan only ^A
 I provide input on the firm-wide business plan ^B
52. Do you have contracting authority?
 Yes ^A No (skip to #54) ^B
53. If so, is there a predetermined limit on how much you can commit the firm to? (if so, please specify the amount)
 Yes, \$ _____ ^A No ^B
54. Are you subject to a regular performance appraisal?
 Yes ^A No (skip to #56) ^B
55. Who conducts your performance appraisal? (check all that apply)
 Superiors ^A Board of directors ^D
 Subordinates ^B Executive committee ^E
 Peers ^C Other _____ ^F
56. Has your firm established any specific minimum eligibility criteria for becoming a principal?
 Yes ^A No (skip to #58) ^B

57. If so, what are they? (check all that apply, fill in blanks at right)
- Minimum stock purchase _____% A
 - Education minimum _____ B
 - Years of service to firm _____ years C
 - Years of experience _____ years D
 - Professional registration/licensure E
 - Staff management responsibilities F
 - Project management experience G
 - Marketing experience H
 - Business development/sales abilities I
 - Other _____ J

Compensation

58. What is your current annual base salary? \$ _____
59. If you are the president, who sets your salary? (check one)
- I set my own salary A
 - Board of directors B
 - Executive committee C
 - Other principals D
 - Compensation committee E
 - Other _____ F
60. Did you receive a bonus or non-shareholder profit distribution in 2009? If so, how much?
- Yes, \$ _____ A
 - No B
61. Did you receive a shareholder distribution or owner dividend in 2009? If so, how much?
- Yes, \$ _____ A
 - No B
62. How are shareholder distributions determined in your firm? (check one)
- Formula A
 - Set by group of owners B
 - Set by firm leader C
 - Set by board of directors D
 - Other _____ E
 - N/A (no shareholder distributions) F
63. Are you entitled to overtime pay for hours worked over 40? If so, how much overtime pay did you receive in 2009?
- Yes, \$ _____ A
 - No B
66. If so, did you have any of your salary withheld for the 401(k) plan in 2009? If so, what percentage?
- Yes, _____% A
 - No B
67. Do you have a company car?
- Yes A
 - No (skip to #70) B
68. If so, is it available to you for personal use?
- Yes A
 - No (skip to #71) B
69. If so, are you charged in any fashion by your firm for that use? (please specify amount per month— NOT amount per mile)
- Yes, \$ _____ per month A
 - No B
70. If you do not have a company car, do you receive an auto allowance (to be used for a car purchase or lease, auto insurance, gas, maintenance, etc.)? (if so, please specify amount per month— NOT amount per mile)
- Yes, \$ _____ per month A
 - No B
71. Does your firm provide you with a membership to a country, health, or social club?
- Yes A
 - No (skip to #73) B
72. If so, how much does your firm pay for your personal membership(s)?
- Initiation fee \$ _____ Monthly dues \$ _____
73. Does your firm provide you with a cellular phone?
- Yes A
 - No (skip to #75) B
74. If so, what does your firm pay for? (check all that apply)
- Actual phone A
 - Base monthly fees B
 - Billable calls C
 - Non-billable/personal calls D
75. Does your firm pay for preparation of your personal tax returns?
- Yes A
 - No B

Perks

64. Does your firm contribute a percentage of your salary to a pension plan? (i.e., a tax-deductible, defined benefit plan with a fixed schedule of benefits to be distributed upon retirement, NOT a 401(k) plan)
- Yes, _____% per year A
 - No B
 - N/A (no pension plan) C
65. Does your firm have a 401(k) plan?
- Yes A
 - No (skip to #67) B

Work

76. On average, how many hours do you work per week? _____
77. Approximately what percentage of your work hours do you spend... (if applicable, travel time should be included within the following categories)
- | | |
|-------------------------------|-----------------------------|
| _____ % Working in the office | _____ % In clients' offices |
| _____ % Working from home | _____ % At project sites |
| _____ % At industry events | _____ % Other _____ |

78. Do you work on weekends and/or holidays? (check one)

- Frequently ^A Rarely ^C
 Occasionally ^B Never ^D

79. How many days of paid time off are you allowed per year, and how many did you take last year?

_____ days allowed per year _____ days taken in 2009

80. When you take a vacation, do you check in with your office and/or your clients? If so, how many times per week?

- Yes, I check in _____ times per week on average ^A
 No, I don't check in with my office and/or clients during vacation ^B

81. How many nights per month are you away on business? _____

82. What are your biggest complaints about traveling? (check all that apply)

- Away from home/family ^A Too expensive/time consuming ^F
 Airports/airlines ^B Accommodations (meals/hotels) ^G
 Long days ^C Driving rental cars ^H
 Personal disruption ^D Other _____ ^I
 Away from office ^E No complaints/don't travel ^J

83. What is your hourly billing rate? \$ _____

84. What percentage of your time is job-chargeable? _____%

85. How many projects are you currently managing? _____

86. How do you generally break down your work day? Specify the percentage of your time spent in... (should total 100%)

_____ % Design or technical activities
 _____ % Firm management (including office & financial management)
 _____ % Leadership/mentoring activities
 _____ % Project management
 _____ % Marketing/business development
 _____ % Other _____

87. Ideally, how would you break down your work day? Specify percentage of your time ideally spent in... (should total 100%)

_____ % Design or technical activities
 _____ % Firm management (including office & financial management)
 _____ % Leadership/mentoring activities
 _____ % Project management
 _____ % Marketing/business development
 _____ % Other _____

88. How many people currently report to you? (if none, write 0)

_____ people report to me directly _____ people report to me indirectly

Background

89. Which of the following degrees have you earned? (check all that apply)

- Associate's degree ^A Ph.D. ^E
 4-yr. bachelor's degree ^B Other _____ ^F
 5-yr. professional degree ^C No college-level degree ^G
 Master's degree/MBA ^D

90. Have you had any college-level business education? (check all that apply)

- Graduate business degree ^A
 Undergraduate business degree ^B
 Some course work toward degree ^C
 Some course work not for degree credit ^D
 No college-level business course work ^E

91. Are you a registered technical professional? (engineer, architect, planner, land surveyor, etc.)

- Yes ^A No ^B

92. How many professional associations do you belong to? _____

93. Does your firm pay for your professional association memberships?

- All ^A Some ^B None ^C

94. Before working for your current firm, did you ever work in...? (check all that apply)

- A/E firm ^A Military ^F
 Government ^B Law ^G
 Other industry (not AEC) ^C Retail ^H
 Education ^D Other _____ ^I
 Construction ^E None ^J

95. Besides your current firm, how many post-graduate employers have you had? (not just A/E firms) _____

96. If you previously worked for another A/E firm, was it in direct competition with your current firm?

- Yes ^A No ^B

97. If you previously worked for another A/E firm, were you a principal there?

- Yes ^A No ^B

98. How long have you been with your firm? _____ years

99. How long have you been a principal in your firm? _____ years

100. How many total years of experience do you have in the design and environmental consulting industry? (include years with your current firm and with any previous design or environmental firms; check one)

- 0 - 9 years ^A 20 - 29 years ^C
 10 - 19 years ^B 30 years or more ^D

101. Do you feel your firm provided you with enough training/experience before making you a principal?

- Yes ^A No ^B N/A (hired as a principal) ^C

102. What is your political party affiliation?

- Democrat ^A Other _____ ^C
 Republican ^B None/Independent ^D

103. Did you make any political donations in the last year? If so, approximately how much? (check all that apply, fill in blanks at right)

- Local candidate \$ _____ ^A National candidate \$ _____ ^C
 State candidate \$ _____ ^B No (skip to #105) ^D

104. If you made any political donations in the last year, did your firm reimburse you for any of these donations?

- Yes ^A No ^B

105. What is your marital status? (check one)

- Married, first marriage ^A Single, never been married ^D
 Married, not first marriage ^B Single, divorced/separated ^E
 Domestic partnership ^C Single, widowed ^F

106. Has your work affected your personal life?

- Yes, a positive effect ^A No effect ^C
 Yes, a negative effect ^B

107. How old are you?

- 20 - 29 ^A 50 - 59 ^D
 30 - 39 ^B 60 + ^E
 40 - 49 ^C

108. What is your race? (check one)

- Caucasian ^A Asian ^D
 African-American ^B Native American ^E
 Hispanic ^C Other _____ ^F

109. Are you...?

- Male ^A Female ^B

110. Do you feel there's a problem with a lack of diversity (across age, race, and gender) among principals in this industry?

- Yes ^A No ^B

Attitudes

111. If pay cuts are necessary for a firm's survival, who should take them first? (check one)

- Principals should take cut first ^A
 Staff should take cut first ^B
 Both should take cut at the same time ^C

112. Did any principals in your firm take a pay cut in 2009? If so, what was the average pay cut among principals in your firm?

- Yes, _____% ^A No ^B

113. How likely is it that you will be fired, laid off, or have to take a significant pay cut in the next year? (check one)

- Highly likely ^A Possible, but unlikely ^C
 Reasonably likely ^B All but impossible ^D

114. In 2010, will the business environment be...? (check one)

- Much better ^A Somewhat worse ^D
 Somewhat better ^B Much worse ^E
 Same ^C

115. What's the number-one business issue you, personally, will face in 2010? _____

116. What best describes your attitude toward international opportunities for U.S. design and environmental consulting firms? (check one)

- A great market, we're already doing international work ^A
 We're not in the international market yet, but hope to be soon ^B
 Okay for some firms, but it's not right for us ^C
 A mistake for most firms in our industry ^D

117. Do any of the principals in your firm abuse their position by failing to pull their weight?

- Yes ^A No ^B Not that I've noticed ^C

118. Due to ownership transition and succession, many firm principals have peers they didn't "choose." If you could do it all again, would you choose the same or different peers?

- Same ^A Different ^B

119. Has your firm ever fired or laid off a principal? If so, for what reason? (check all that apply)

- Misconduct ^A Other _____ ^D
 Non-performance ^B Never fired or laid off a principal ^E
 Lack of work ^C

120. How has your career matched up to your personal career goals? (check one)

- Goals not met A, Goals met B, Goals exceeded C

121. What's something you wish you had known or prepared for before becoming a principal?

122. Based upon your own experience, would you recommend your career track to family and friends?

- Yes A, No B

123. Were you a founder of this firm?

- Yes (skip to #125) A, No B

124. If not, have you ever considered leaving your current firm to start your own firm?

- Yes A, No (skip to #126) B

125. If so, in the last 12 months, have you seriously considered leaving your current firm to start your own firm?

- Yes A, No B

126. Have you ever considered leaving the A/E/P and environmental consulting industry for another field?

- Yes A, No (skip to #129) B

127. If you've considered leaving the industry, what fields have you thought about entering? (check all that apply)

- Arts/design A, Construction B, Developer/real estate C, Education D, Facilities management E, Finance/accounting F, Government/politics G, Journalism/writing H, Food services I, Law J, Mgmt. consulting/coaching K, Non-profit L, Sales M, Software/technology N, Other O

128. If you've ever considered leaving the industry, have you given it serious consideration in the last 12 months?

- Yes A, No B

129. At what age do you plan to retire? _____ years

130. Does your firm have a mandatory retirement age for principals? If so, what age?

- Yes, _____ years A, No B

131. Does your firm have an age requirement at which principals have to begin selling back their shares? If so, what age?

- Yes, _____ years A, No B

132. Does your firm have an age requirement at which principals have to complete selling back their shares? If so, what age?

- Yes, _____ years A, No B

133. What are the biggest causes of conflict among principals in your firm?

134. Please rate how challenging the following issues are for you as a firm principal: (rate on a scale of 1 to 6, where 1 = not at all a challenge and 6 = one of the biggest challenges you face)

- Business development/marketing, Business/strategic planning, Client or quality management, Communication, Financial issues or cash flow, Firm performance, growth, or profitability, Leading/managing other firm members or principals, Motivating employees, Ownership/leadership transition, Personal development, Staff recruitment/retention, Time management, Other

135. What steps are you taking to deal with these challenges?

136. Who or what resources do you look to for advice or assistance?

THANK YOU! Please return your completed questionnaire and optional order form by March 19, 2010 to ZweigWhite, 321 Commonwealth Road, Suite 101, Wayland, MA 01778; Fax: (800) 842-1560.

Do you have any comments or suggestions that would help us improve the questionnaire?

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TO ORDER: To receive your survey report at the pre-publication discount price, complete and return this form along with a completed questionnaire. This offer expires March 19, 2010. **Your order must be paid before the report is shipped (April 2010).**

- YES**, I have enclosed my completed questionnaire and would like to receive a survey report at the pre-publication price for participants—\$95 (more than 75% savings).
- NO**, I did not complete the questionnaire, but would still like to receive a survey report at the pre-publication price for non-participants—\$195 (more than 55% savings).

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2010 <i>Principals, Partners & Owners Survey</i> — \$95 for participants; \$195 for non-participants	\$
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Have you been struggling to resolve disputes, clarify expectations, and set policies that work for principals in your A/E firm? Or would you just like to see how you and your firm stacks up compared to hundreds and hundreds of other A/E firm principals from around the country? Look no further!



ZweigWhite's *Principals, Partners & Owners Survey of A/E/P & Environmental Consulting Firms* is the only annual report for, by, and about principals and top managers in U.S. A/E firms, and it's the only source of inside information on the things that principals like you are really concerned with.

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