

Why greed is not so good

> Don't listen to the guy on "Wall Street." If you do, you won't make it to *The Zweig Letter* Hot Firm List.

No movie was better than "Wall Street" at capturing the spirit of the go-go 80s. Michael Douglas played the role of Gordon Gekko, a charismatic "rock star" investment banker who gave a speech on the subject of "why greed is good."

I heard that speech quoted a couple years ago by an investment banker who was giving a talk to a large group of impressionable college students at a dinner for a business plan competition they had all entered. He didn't know Douglas' character was a parody. He agreed with Gordon Gekko and encouraged the students to be greedy, i.e., pursue the American Dream of wealth accumulation.

> Editorial

Greed is not rewarded in the business world— certainly not over the long haul.

I don't mind saying that this guy's dumb speech (am I being too harsh?) pretty much got my ire up. Why in the world would anyone tell young people who were thinking that they would like to have their own businesses some day that greed is good? I just didn't get it!

Greed is not rewarded in the business world— certainly not over the long haul.

But then again, I have had the privilege of working in an industry that does not reward greedy behavior from firm owners. Forget the moral issues associated with greed and just look at the business implications of it. There is simply no way any design or environmental firm on our *The Zweig Letter* Hot Firm list would be there if their owners were greedy. You cannot build one of these companies— over the long haul— by being selfish and greedy. In fact, it takes the opposite approach— whether dealing with employees, suppliers, or clients.

Greed is not good. In fact, it is the enemy to firm growth. Greedy firm owners will try to get too much from their clients and eventually lose them because of it. I'm talking about nickel-and-diming them to death with extra services charges. Or, simply asking for exorbitant fees to start with because it would be difficult for a long-term client to change providers. Eventually, the clients get fed up and go find a new service provider. And, we all know you have to keep at least 75-80% →

The Zweig Letter **HOTFIRM 2009** The Conference for Growing A/E Firms s p e c i a l i s s u e

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Mark Zweig writes about how we should not let ourselves be losers.

Come celebrate 10 years of the *The Zweig Letter* Hot Firm Conference!

The Zweig Letter Hot Firm Conference, celebrating its 10th year, is THE most exciting annual event for growing A/E firms. This two-day event from Oct. 28-30, 2009, in Las Vegas, features top design and environmental industry executives, entrepreneurs, authors, and many others who gather each year to share strategies for success, learn tactics from their peers, and leave with renewed inspiration for another successful year in 2010.

This year, *The Zweig Letter* Hot Firm List will again honor the 200 fastest-growing firms, which will be recognized at the event. This year's event has a lot to offer: the conference program, the awards banquet and celebration, and unlimited networking with the best and brightest minds in the industry! To find out more about or to register for the 2009 Hot Firm Conference, log on to <http://events.zweigwhite.com/hotfirm/>.

of your business each year or you won't be a high-growth company.

Greedy firm owners will also try to get too much from their employees so they, personally, can have more for themselves. Whether that means they want to keep salaries too low, have a bonus plan that pays all the profits to themselves, or do not provide a decent benefit package, the end result is the same. When you do that in an industry where good jobs for good people aren't that hard to find, you lose your people. Everyone knows that continuity of staff is key for any service-providing business. And, you can't grow if you have high turnover.

Greedy firm owners don't value their sub-consultant relationships, either. They beat every supplier up for the last few cents and then take forever to pay. For example, I just heard about a certain architectural firm I won't name that takes 60 days AFTER they get paid by their clients to pay their subconsultants. That's outrageous—and greedy. No surprise—they have never made *The Zweig Letter* Hot Firm List! And, no surprise they have a hard time finding quality subconsultant providers, either.

Time to get off my soapbox now. I'll see you in Hell, Gekko! ■

Mark Zweig is the founder of ZweigWhite. Contact him with questions or comments at mzweig@zweigwhite.com.



120 Days Later: How the American Recovery & Reinvestment Act of 2009 is Impacting the AEC Industry

If your firm wants to secure stimulus funded projects you've got to act fast! Find what's happened since the stimulus bill's passing, what will happen next, and smart things you can still do—right now—to participate in this historic initiative with the brand-new report *120 Days Later: How the American Recovery and Reinvestment Act of 2009 is Impacting the AEC Industry*.

For more information or to order a copy, log on to www.zweigwhite.com/zw-821.aspx.

Winners focus on growth, think global and diversify

> Top three firms on the *The Zweig Letter* 2009 Hot Firm List want to be in the forefront, and it shows.

A case of musical chairs, two rising stars, and a fall from grace succinctly describe the changes to the top three on the 2009 *The Zweig Letter* Hot Firm List, compared to 2008.

Hill International, Inc. (Marlton, NJ), a 2,400-person project management and

> The Top 3

construction claims consulting services firm, went one up from last year, and that's good enough to be the list's new star. With this, Hill International dethrones 2008 winner **WSP Group (USA)** (New York, NY), the 1,050 person subsidiary of **WSP Group plc** (London, United Kingdom), a 10,000-person design, engineering, and management consultancy service firm, which fell to third.

At second, is another rising star, **Stantec Consulting Inc.** (Irvine, CA), the 4,071-person U.S. side of Canadian firm **Stantec, Inc.** (Edmonton, Alberta), an 11,000-person professional design and consulting services firm, which leapfrogged from seventh to second place, and experienced 247% growth in revenue from 2005 to 2008. The fall from grace belongs to **ARCADIS** (Highlands Ranch, CO), a 3,833-person design, architecture, engineering, and consulting firm. The firm dropped all the way to 12th place from third in 2008.

David Richter, president and chief operations officer with Hill International, doesn't hide his company's ambition and desire to reach the top.

"You move forward or you die," he says. "We're a very aggressive grower. That will absolutely continue, even in this market. "In our business size matters quite a bit, that's why we've been so focused on growth," Richter says.

The firm's revenue grew 239% between 2005 and 2008, thanks to strong expansion through acquisitions, as well as 40% organic growth in the last few years.

In 2008 Hill International led its most aggressive M&A campaign to date, acquiring five firms (three in Europe and two in the U.S.) and adding about 400 employees to the organization.



David Richter,
President and Chief
Operations Officer,
Hill International

Richter concedes the time of the acquisitions wasn't the best considering the economy's subsequent fall off a cliff, but he also strongly defends them.

"We bought great companies with great people," he says.

"You move forward or you die. We're a very aggressive grower. That will absolutely continue, even in this market."

International player

A key ingredient of Hill International's success lies exactly in the last part of its name: 80 offices in 30 countries.

"I think one of the key drivers of our growth, unlike other firms on the List, is that we got into the international market very early," Richter says.

International operations have contributed the biggest growth spurs, including 35% for the Middle East operations, when compared to 20% growth in U.S. operations.

"You've got to go where your competition isn't," Richter says.

Diversification allows growth

Stantec's impressive rise on the Hot Firm List is not only credited to the firm's expansion in the U.S. market, but also its ability to leverage that market through diversification.

“Hopefully we’re number one next year,” says Rich Allen, a senior vice president in the firm’s Boston office, which runs its East Coast operations.

Allen says the firm’s aggressive growth through acquisitions—including the acquisition of major player **Jacques Whitford Limited** (Dartmouth, Nova Scotia) an 1,800-person environmental consulting services firm, in January, which added about 140 positions to the U.S. side of the operation, and four other acquisitions of U.S. firms in 2008—has helped push growth here. In terms of revenue, the U.S. market contributes more than 50% of Stantec’s total earnings.

“The U.S. market is a huge market. We are effectively a North American company,” Allen says. “Our plan is to continue to do that, to have a much larger presence in the U.S.”



Rich Allen,
Senior Vice President,
Stantec Consulting
Inc.

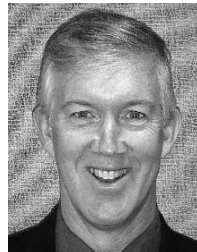
In addition to that growth strategy, Allen credits the firm’s diversification through five different practice areas—environmental, transport, industrial practices, buildings, and land development—as the other major factor that has played into the firm’s strong growth.

“We’re somewhat unusual, in that we’re very diversified,” he says. “It has served us well, particularly in this economy.”

Solid growth

For Steven Smith, managing director, president of **WSP Sells** (New York, NY), one of the four units that make up **WSP Group (USA)**, last year’s top Hot Firm List ranking wasn’t a fluke, as proven by its top three placing this year. While the explosive growth resulting from **WSP’s** four U.S. acquisitions helped catapult the firm to the top of the list, those business’ successful organic growth are guaranteeing its staying power.

The proof is in the pudding. From 2005 through 2008, the firm’s U.S. revenue grew 247%, partly a result of the acquisitions of **WSP Sells** in 2007 and **WSP Environment & Energy** (Reston, VA), in 2006, and the growth of the previously acquired businesses.



Steven Smith,
Managing Director,
WSP Sells

“You can’t just grow through acquisitions,” Smith says. “The focus of **WSP** has been on high quality businesses that have been very well-run.” Smith says “**WSP USA** has done a great job of growing” in the U.S. As an example, **WSP Flack + Kurtz** (New York, NY) and **WSP Cantor Seinuk** (New York, NY), the earlier acquisitions, have experienced more than 150% organic growth since 2000.

“You can’t just grow through acquisitions. The focus of **WSP** has been on high quality businesses that have been very well-run.”

Using their leverage

While the U.S. firms under **WSP’s** umbrella operate as autonomous divisions, focusing on their areas of expertise within the larger firm, they pursue common opportunities by working with each other or the firm’s international units. That has guaranteed the firm several wins.

“Often there are jobs where there are secondary requirements where your sister company’s resources can be readily used,” Smith says.

“Some clients, all they want to see is a complete package. When you can offer all of the components of a project, it makes you more attractive as a one-stop shop,” he says. ■

The full, ranked 2009 Hot Firm List can be found starting on page 4.

> 2009 Hot Firm List

How this year’s winners were chosen

Growth may be elusive in lean 2009, but the firms on *The Zweig Letter* 2009 Hot Firm List prove it is possible.

For the 10th year in a row, *The Zweig Letter* has ranked the fastest-growing architecture, engineering, and environmental consulting firms, a process that began in January with a nationwide call for industry firms to complete a short entry form with questions about their firm types, sizes, and 2005 and 2008 gross revenues. We then verified the top contenders’ revenue figures using financial statements or income tax returns reviewed by third parties, assembling the ranking on pages 4-7 from that information.

Eligibility rules for *The Zweig Letter* 2009 Hot Firm List state that firms must be based in the U.S. or Canada and derive the majority of their revenue from the practice of architecture, engineering, planning, environmental consulting, design and construction, or allied disciplines. Eligible firms had to be in business as of Jan. 1, 2005, and had to have 2005 gross revenues of at least \$1 million.

Since we first created the Hot Firm List in 2000, we’ve taken special care to recognize both small firms and large firms for their successes. A \$5 million firm may have an easier time doubling in size than a \$5 billion firm, while, at the same time, growing by an additional \$1 billion is a more feasible goal for the large firm than for the small firm.

To alleviate this problem, we weighted firms’ dollar growth and percentage growth equally to give both small firms and large firms an opportunity to make the list. Each firm was assigned a dollar ranking and a percentage ranking, then we combined the two numbers for a total score. The 200 firms with the best combined scores are the winners on *The Zweig Letter* 2009 Hot Firm List.

The top 200 firms are of all types and sizes. Some are strictly architecture, engineering, or environmental consulting firms. Others are multi-discipline or full-service firms, offering a range of design and environmental services and, in some cases, project management and other services as well.

Congratulations to all of the 2009 Hot Firms. We’ll see you in Las Vegas in October!

The Zweig Letter 2009 **HOTFIRMLIST**

Rank	Firm	2005 revenue	2008 revenue	\$ growth	% growth
1	Hill International, Inc. (Marlton, NJ)	\$112,229,000	\$380,482,000	\$268,253,000	239%
2	Stantec Consulting Inc. (Irvine, CA)	\$194,039,141	\$646,671,390	\$452,632,249	233%
3	WSP Group (USA) (New York, NY)	\$65,781,426	\$228,185,537	\$162,404,111	247%
4	URS Corporation (San Francisco, CA)	\$3,917,565,000	\$10,086,289,000	\$6,168,724,000	157%
5	Natural Resource Group, LLC (Minneapolis, MN)	\$24,129,045	\$83,951,115	\$59,822,070	248%
6	Trow Global Inc (Brampton, ON)	\$55,767,798	\$171,128,577	\$115,360,779	207%
7	Woodward Design+Build (New Orleans, LA)	\$85,294,468	\$229,865,715	\$144,571,247	169%
8	RW Armstrong & Associates (Indianapolis, IN)	\$27,407,148	\$75,509,980	\$48,102,832	176%
9	Hargrove and Associates, Inc. (Mobile, AL)	\$8,393,593	\$39,036,892	\$30,643,299	365%
10	X-nth (Maitland, FL)	\$22,733,735	\$62,394,205	\$39,660,470	174%
11	Perkins+Will (Chicago, IL)	\$180,634,605	\$409,278,983	\$228,644,378	127%
12	ARCADIS (Highland Ranch, CO)	\$430,892,000	\$930,909,000	\$500,017,000	116%
13	Cubellis (Boston, MA)	\$25,589,054	\$63,895,927	\$38,306,873	150%
14	TolTest, Inc. (Maumee, OH)	\$124,138,825	\$277,278,275	\$153,139,450	123%
15	ENGlobal Corporation (Houston, TX)	\$233,585,000	\$493,332,000	\$259,747,000	111%
16	gkkworks (Irvine, CA)	\$31,051,083	\$71,036,506	\$39,985,423	129%
17	AK Environmental, LLC (West Trenton, NJ)	\$1,124,327	\$19,653,014	\$18,528,687	1648%
18	Sovereign Consulting Inc. (Robbinsville, NJ)	\$12,307,846	\$34,867,718	\$22,559,872	183%
19	Vector Engineering, Inc. (Grass Valley, CA)	\$10,788,341	\$32,660,433	\$21,872,092	203%
20	Structural Integrity Associates, Inc. (San Jose, CA)	\$24,615,683	\$56,217,257	\$31,601,574	128%
21	HDR (Omaha, NE)	\$729,174,856	\$1,362,774,193	\$633,599,337	87%
22	Golder Associates (Mississauga, ON)	\$509,843,000	\$959,593,000	\$449,750,000	88%
23	River Consulting (Columbus, OH)	\$14,420,751	\$36,022,655	\$21,601,904	150%
24	Stress Engineering Services Inc. (Houston, TX)	\$44,326,446	\$87,251,238	\$42,924,792	97%
25	SSOE, Inc. (Toledo, OH)	\$57,311,665	\$110,139,095	\$52,827,430	92%
26	DOWL HKM (Anchorage, AK)	\$24,218,529	\$53,468,655	\$29,250,126	121%
27	Paul C. Rizzo Associates, Inc. (Monroeville, PA)	\$17,139,529	\$39,214,250	\$22,074,560	129%
28	SHW Group (Plano, TX)	\$40,980,185	\$80,383,499	\$39,403,314	96%
29	Watermark (Lowell, MA)	\$2,228,957	\$14,516,687	\$12,287,730	551%
30	Riverside Technology, inc. (Fort Collins, CO)	\$5,859,936	\$19,028,322	\$13,168,386	225%
31	Francis Cauffman (Philadelphia, PA)	\$14,772,917	\$34,325,162	\$19,552,245	132%
32	EMR Inc. (Lawrence, KS)	\$23,946,961	\$51,649,837	\$27,702,876	116%
33	Callison (Seattle, WA)	\$101,465,444	\$184,615,277	\$83,149,833	82%
34	EN Engineering, LLC (Woodridge, IL)	\$13,695,973	\$31,902,916	\$18,206,943	133%
35	Allana Buick & Bers, Inc. (Palo Alto, CA)	\$4,847,448	\$16,787,425	\$11,939,977	246%
36	SB Architects (San Francisco, CA)	\$17,865,582	\$39,796,264	\$21,930,682	123%
37	CHA (Albany, NY)	\$82,112,463	\$146,779,692	\$64,667,229	79%
38	McDonough Bolyard Peck, Inc. (Fairfax, VA)	\$14,853,786	\$33,481,194	\$18,627,408	125%
39	T Baker Smith, Inc. (Houma, LA)	\$17,398,834	\$38,524,023	\$21,125,189	121%
40	TEC Inc. (Charlottesville, VA)	\$23,345,155	\$48,689,011	\$25,343,856	109%
41	Tetra Tech (Pasadena, CA)	\$1,279,531,000	\$2,145,254,000	\$865,723,000	68%
42	E M C Engineers, Inc. (Lakewood, CO)	\$7,796,974	\$20,094,894	\$12,297,920	158%
43	NELSON (Philadelphia, PA)	\$36,836,818	\$68,920,599	\$32,083,781	87%
44	Perkins Eastman (New York, NY)	\$87,958,094	\$152,647,797	\$64,689,703	74%
45	JBA Consulting Engineers (Las Vegas, NV)	\$11,304,519	\$26,169,752	\$14,865,233	131%
46	KJWW Engineering Consultants (Rock Island, IL)	\$30,786,070	\$58,265,636	\$27,479,566	89%
47	Simpson Gumpertz & Heger Inc. (Waltham, MA)	\$46,540,241	\$82,519,881	\$35,979,640	77%
48	Pond & Company (Norcross, GA)	\$12,017,219	\$27,075,752	\$15,058,533	125%

Rank	Firm	2005 revenue	2008 revenue	\$ growth	% growth
49	Treanor Architects (Lawrence, KS)	\$7,495,631	\$18,340,802	\$10,845,171	145%
50	Corgan Associates, Inc. (Dallas, TX)	\$62,494,533	\$106,718,062	\$44,223,529	71%
51	Wight & Company (Darien, IL)	\$75,073,495	\$127,512,665	\$52,439,170	70%
52	R. W. Beck, Inc. (Seattle, WA)	\$136,572,772	\$226,579,977	\$90,007,205	66%
53	ENVIRON Holdings Inc. (Arlington, VA)	\$156,282,533	\$253,266,602	\$96,984,069	62%
54	DLR Group (Omaha, NE)	\$68,280,412	\$112,510,958	\$44,230,546	65%
55	Anshen & Allen, Architects, Inc. (San Francisco, CA)	\$40,484,679	\$69,737,312	\$29,252,633	72%
56	Clark Nexsen (Norfolk, VA)	\$38,095,853	\$65,914,334	\$27,818,481	73%
57	DLT&V Systems Engineering (Phoenix, AZ)	\$2,395,193	\$7,994,221	\$5,599,028	234%
58	TEAM Integrated Engineering Inc. (San Antonio, TX)	\$13,495,889	\$27,314,335	\$13,818,446	102%
59	Halcrow North America (New York, NY)	\$44,604,824	\$76,135,345	\$31,530,521	71%
60	Schnabel Engineering, Inc. (Glen Allen, VA)	\$35,830,834	\$62,483,937	\$26,653,103	74%
61	Apex Companies, LLC (Rockville, MD)	\$40,322,515	\$69,072,917	\$28,750,402	71%
62	Vanderweil Engineers (Boston, MA)	\$46,261,573	\$78,113,458	\$31,851,885	69%
63	GATE, LLC (Houston, TX)	\$3,511,230	\$9,172,447	\$5,661,217	161%
64	EDSA, Inc. (Fort Lauderdale, FL)	\$37,997,923	\$64,800,250	\$26,802,327	71%
65	Smolen Emr & Associates Architects, Inc (Rockville, MD)	\$2,476,431	\$7,588,083	\$5,111,652	206%
66	Ghafari Associates, L.L.C. (Dearborn, MI)	\$39,939,170	\$67,215,282	\$27,276,112	68%
67	Smith Seckman Reid, Inc. (Nashville, TN)	\$39,417,628	\$65,930,132	\$26,512,504	67%
68	Kirksey (Houston, TX)	\$19,227,844	\$34,512,840	\$15,284,996	79%
69	Terracon Consultants, Inc. (Olathe, KS)	\$223,847,653	\$334,960,307	\$111,112,654	50%
70	Van Boerum & Frank Associates, Inc. (Salt Lake City, UT)	\$4,573,736	\$10,452,975	\$5,879,239	129%
71	Luchs Consulting Engineers, LLC. (Meriden, CT)	\$1,508,815	\$5,396,904	\$3,888,089	258%
72	Parametrix (Auburn, WA)	\$58,645,124	\$91,866,539	\$33,221,415	57%
73	MTE Consultants Inc. (Kitchener, ON)	\$7,528,270	\$15,676,015	\$8,147,745	108%
74	Testengeer Inc. (Port Lavaca, TX)	\$9,221,384	\$18,034,197	\$8,812,813	96%
75	CirclePoint (San Francisco, CA)	\$5,892,426	\$12,699,596	\$6,807,170	116%
76	Photo Science (Lexington, KY)	\$25,449,378	\$43,064,269	\$17,614,891	69%
77	BKF Engineers (Redwood City, CA)	\$30,951,140	\$51,741,723	\$20,790,583	67%
78	Trihydro Corporation (Laramie, WY)	\$24,140,302	\$40,949,197	\$16,808,895	70%
79	HNTB Cos. (Kansas City, MI)	\$598,979,000	\$857,743,000	\$258,764,000	43%
80	Coler & Colantonio, Inc. (Norwell, MA)	\$15,919,947	\$28,400,017	\$12,480,070	78%
81	Aquaterra Environmental Solutions, Inc. (Overland Park, KS)	\$4,209,393	\$9,517,553	\$5,308,160	126%
82	Nelson Nygaard Consulting Associates (San Francisco, CA)	\$5,799,869	\$12,194,978	\$6,395,109	110%
83	Huckabee (Fort Worth, TX)	\$12,742,523	\$23,057,642	\$10,315,119	81%
84	Foss Architecture & Interiors, Inc. (Fargo, ND)	\$1,468,544	\$4,742,414	\$3,273,870	223%
85	RJ O'Connell & Associates, Inc (Stoneham, MA)	\$1,517,908	\$4,834,815	\$3,316,907	219%
86	Wiser Company (Murfreesboro, TN)	\$4,848,546	\$10,202,611	\$5,354,065	110%
87	Tsoi Kobus & Associates (Cambridge, MA)	\$26,484,089	\$42,954,127	\$16,470,038	62%
88	KSA Engineers, Inc. (Longview, TX)	\$11,119,772	\$20,027,179	\$8,907,407	80%
89	SCS Engineers (Long Beach, CA)	\$81,985,635	\$119,975,088	\$37,989,453	46%
90	Pennoni Associates Inc. (Philadelphia, PA)	\$64,716,569	\$96,243,814	\$31,527,245	49%
91	Gafcon, Inc. (San Diego, CA)	\$13,108,213	\$22,925,762	\$9,817,549	75%
92	Enermodal Engineering (Kitchener, ON)	\$2,682,138	\$6,343,295	\$3,661,157	137%
93	GUNDA CORPORATION, INC. (Houston, TX)	\$1,223,576	\$3,862,043	\$2,638,467	216%
94	Group2 Architecture Engineering Ltd. (Red Deer, AB)	\$4,672,168	\$9,734,875	\$5,062,707	108%
95	CB Engineers (San Francisco, CA)	\$5,209,224	\$10,396,700	\$5,187,476	100%
96	King & King, Architects LLP (Syracuse, NY)	\$8,099,076	\$15,101,171	\$7,002,095	86%
97	FXFOWLE Architects (New York, NY)	\$24,903,416	\$40,146,476	\$15,243,060	61%
98	Kimley-Horn and Associates, Inc. (Raleigh, NC)	\$345,647,575	\$461,100,401	\$115,452,826	33%
99	Marstel-Day, LLC (Fredericksburg, VA)	\$2,272,103	\$5,544,896	\$3,272,793	144%

Rank	Firm	2005 revenue	2008 revenue	\$ growth	% growth
100	GEI Consultants Inc. (Woburn, MA)	\$46,321,955	\$69,400,545	\$23,078,590	50%
101	Bergmann Associates (Rochester, NY)	\$31,556,568	\$49,054,628	\$17,498,060	55%
102	Baldrige & Associates Structural Engineering, Inc. (Honolulu, HI)	\$1,960,505	\$4,824,450	\$2,863,945	146%
103	ESI Consultants, Ltd (Naperville, IL)	\$2,358,773	\$5,520,624	\$3,161,851	134%
104	Vanasse Hangen Brustlin, Inc. (Watertown, MA)	\$108,078,102	\$146,803,082	\$38,724,980	36%
105	Brandow & Johnston, Inc. (Los Angeles, CA)	\$5,171,287	\$9,973,737	\$4,802,450	93%
106	Groundwater & Environmental Services Inc. (Neptune, NJ)	\$96,504,292	\$132,227,657	\$35,723,365	37%
107	Cherokee Enterprises, Inc. (Miami Lakes, FL)	\$4,898,151	\$9,532,909	\$4,634,758	95%
108	KCI Technologies Inc. (Sparks, MD)	\$104,664,000	\$141,673,000	\$37,009,000	35%
109	EAPC (Grand Forks, ND)	\$5,299,958	\$10,088,702	\$4,788,744	90%
110	Crafton Tull Sparks (Rogers, AK)	\$19,899,691	\$31,841,410	\$11,941,719	60%
111	ERRG (Martinez, CA)	\$22,351,955	\$35,253,807	\$12,901,852	58%
112	Horizon Engineering Associates, LLC (New York, NY)	\$5,344,382	\$10,137,588	\$4,793,206	90%
113	JRS Architect, P.C. (Mineola, NY)	\$5,443,035	\$10,288,776	\$4,845,741	89%
114	Interstates Engineering, Inc. (Sioux Center, IA)	\$1,773,274	\$4,161,466	\$2,388,192	135%
115	Process Plus, LLC (Cincinnati, OH)	\$12,035,827	\$20,302,579	\$8,266,752	69%
116	McKim & Creed (Raleigh, NC)	\$38,511,915	\$57,111,883	\$18,599,968	48%
117	Berger Devine Yaeger, Inc. (Kansas City, MS)	\$4,005,815	\$7,921,386	\$3,915,571	98%
118	Perez & Perez Architects Planners (Miami, FL)	\$4,588,210	\$8,928,470	\$4,340,260	95%
119	Weaver Boos Consultants (Chicago, IL)	\$28,991,288	\$44,364,991	\$15,373,703	53%
120	Environmental Resolutions, Inc. (Lake Forest, CA)	\$22,644,503	\$35,353,473	\$12,708,970	56%
121	Primera Engineers (Chicago, CA)	\$8,766,250	\$15,054,564	\$6,288,314	72%
122	Moody Nolan, Inc. (Columbus, OH)	\$19,748,816	\$31,273,076	\$11,524,260	58%
123	Fentress Architects (Denver, CO)	\$34,391,352	\$51,107,724	\$16,716,372	49%
124	Arora Engineers, Inc. (Chadds Ford, PA)	\$3,681,901	\$7,359,088	\$3,677,187	100%
125	Fehr-Graham & Associates LLC (Freeport, IL)	\$6,674,140	\$11,916,538	\$5,242,398	79%
126	Tectonic Engineering & Surveying Consultants P.C. (Mountainville, NY)	\$23,814,021	\$36,947,964	\$13,133,943	55%
127	P.W. Grosser Consulting, Inc. (Bohemia, NY)	\$4,760,408	\$9,039,731	\$4,279,323	90%
128	Woolpert (Dayton, OH)	\$96,762,634	\$128,996,512	\$32,233,878	33%
129	Lowe Engineers LLC (Atlanta, GA)	\$5,598,765	\$10,274,279	\$4,675,514	84%
130	HAKS Engineers, Architects and Land Surveyors, P.C. (New York, NY)	\$23,759,054	\$36,823,005	\$13,063,951	55%
131	Baseline Engineering (Golden, CO)	\$1,201,090	\$2,982,706	\$1,781,616	148%
132	H2Engineering Inc (Tallahassee, FL)	\$2,082,939	\$4,678,240	\$2,595,301	125%
133	Collins Engineers, Inc. (Chicago, IL)	\$12,618,958	\$20,602,054	\$7,983,096	63%
134	M/E Engineering PC (Rochester, NY)	\$16,262,302	\$25,734,686	\$9,472,384	58%
135	Dvirka And Bartilucci Consulting Engineers (Long Island, NY)	\$16,962,256	\$26,597,328	\$9,635,072	57%
136	Harper Houf Peterson Righellis Inc. (Portland, OR)	\$6,621,643	\$11,594,100	\$4,972,457	75%
137	Jacobs Associates (San Francisco, CA)	\$17,855,080	\$27,839,277	\$9,984,197	56%
138	Woodard & Curran (Portland, ME)	\$64,761,154	\$88,068,446	\$23,307,292	36%
139	Mead & Hunt, Inc. (Madison, WI)	\$36,136,847	\$52,148,040	\$16,011,193	44%
140	Potomac-Hudson Engineering, Inc. (Bethesda, MD)	\$6,358,771	\$11,133,049	\$4,774,278	75%
141	McGill Associates, PA (Asheville, NC)	\$8,919,292	\$14,834,116	\$5,914,824	66%
142	BJAC pa (Raleigh, NC)	\$4,620,016	\$8,443,918	\$3,823,902	83%
143	Ruby+Associates, Inc. (Farmington Hills, MI)	\$3,581,460	\$6,817,548	\$3,236,088	90%
144	GARY GUY WILSON, AIA, PC (Las Vegas, NV)	\$1,266,011	\$2,887,824	\$1,621,813	128%
145	V3 Companies Ltd (Woodridge, IL)	\$54,053,384	\$73,110,009	\$19,056,625	35%
146	G. E. Walker & Associates, L.L.C. (Waco, TX)	\$1,607,999	\$3,481,172	\$1,873,173	116%
147	BLRB Architects, p.s. (Tacoma, WA)	\$9,604,185	\$15,466,129	\$5,861,944	61%
148	Langan Engineering and Environmental Services (Elmwood Park, NJ)	\$98,266,631	\$125,541,882	\$27,275,251	28%
149	EM-Assist, Inc. (Folsom, CA)	\$9,445,206	\$15,129,470	\$5,684,264	60%

Rank	Firm	2005 revenue	2008 revenue	\$ growth	% growth
150	Hood-Patterson & Dewar, Inc. (Norcross, GA)	\$13,767,055	\$21,393,091	\$7,626,036	55%
151	PGAL (Houston, TX)	\$40,674,587	\$56,270,747	\$15,596,160	38%
152	LS3P Associates, Ltd. (Charleston, SC)	\$41,141,549	\$56,833,565	\$15,692,016	38%
153	Hipp Engineering & Consulting, Inc. (Raleigh, SC)	\$1,236,053	\$2,768,539	\$1,532,486	124%
154	H2M Group (Melville, NY)	\$17,576,516	\$26,377,897	\$8,801,381	50%
155	DCI Engineers (Bellevue, WA)	\$15,129,423	\$23,147,301	\$8,017,878	53%
156	CMX Inc (Manalapan, NJ)	\$96,561,068	\$122,542,355	\$25,981,287	27%
157	RAND Engineering & Architecture, PC (New York, NY)	\$4,565,719	\$8,046,090	\$3,480,371	76%
158	Finley Engineering Company, Inc. (Lamar, MO)	\$12,819,786	\$19,871,498	\$7,051,712	55%
159	Hanson Professional Services Incorporated (Springfield, IL)	\$48,861,526	\$65,124,483	\$16,262,957	33%
160	Barton & Loguidice, P.C. (Syracuse, NY)	\$16,585,099	\$24,621,145	\$8,036,046	48%
161	Sam Schwartz Engineering (New York, NY)	\$4,842,000	\$8,326,267	\$3,484,267	72%
162	Merrick & Company (Aurora, CO)	\$51,107,748	\$67,683,487	\$16,575,739	32%
163	Degenkolb Engineers (San Francisco, CA)	\$21,612,283	\$31,023,682	\$9,411,399	44%
164	Dekker/Perich/Sabatini (Albuquerque, NM)	\$23,929,926	\$33,794,789	\$9,864,863	41%
165	Farnsworth Group, Inc. (Bloomington, IL)	\$28,039,302	\$39,127,507	\$11,088,205	40%
166	Ulteig Engineers, Inc. (Fargo, ND)	\$32,553,226	\$44,735,544	\$12,182,318	37%
167	Caruana & Associates (Long Beach, CA)	\$3,645,266	\$6,387,796	\$2,742,530	75%
168	Harrison French & Associates, LTD (Bentonville, AR)	\$9,945,809	\$15,444,832	\$5,499,023	55%
169	Dagher Engineering (New York, NY)	\$2,836,136	\$5,166,392	\$2,330,256	82%
170	Lochner (Chicago, IL)	\$54,853,864	\$70,595,147	\$15,741,283	29%
171	Birdsall Services Group, Inc. (Sea Girt, NJ)	\$41,643,271	\$55,442,528	\$13,799,257	33%
172	Jaster-Quintanilla (Austin, TX)	\$10,575,662	\$16,074,708	\$5,499,046	52%
173	PE-Services (Lebanon, OH)	\$1,017,540	\$2,007,046	\$989,506	97%
174	Sparling (Seattle, WA)	\$20,072,039	\$28,460,946	\$8,388,907	42%
175	Cobb Engineering Company (Oklahoma City, OK)	\$6,183,411	\$10,001,641	\$3,818,230	62%
176	Array Healthcare Facilities Solutions, Inc. (King of Prussia, PA)	\$12,560,078	\$18,590,118	\$6,030,040	48%
177	RPA Associates Inc. (Wyomissing, PA)	\$6,465,901	\$10,317,137	\$3,851,236	60%
178	Chen and Associates (Fort Lauderdale, FL)	\$2,989,448	\$5,158,600	\$2,169,152	73%
179	Converse Consultants (Monrovia, CA)	\$36,624,894	\$47,997,663	\$11,372,769	31%
180	Long Engineering, Inc. (Atlanta, GA)	\$6,311,960	\$9,868,039	\$3,556,079	56%
181	Gilsanz Murray Steficek (New York, NY)	\$12,217,639	\$17,529,037	\$5,311,398	43%
182	Dudek (Encinitas, CA)	\$28,396,068	\$36,988,747	\$8,592,679	30%
183	Cunningham Group Architecture, P.A. (Minneapolis, MN)	\$35,334,957	\$44,882,456	\$9,547,499	27%
184	YU & Associates, Inc. (Elmwood Park, NJ)	\$4,199,074	\$6,702,856	\$2,503,782	60%
185	NAC Architecture (Spokane, WA)	\$24,059,066	\$31,550,994	\$7,491,928	31%
186	Perkowitz+Ruth Architects (Long Beach, CA)	\$36,113,092	\$45,029,681	\$8,916,589	25%
187	ACAI Associates, Inc (Fort Lauderdale, FL)	\$3,365,561	\$5,431,299	\$2,065,738	61%
188	BrightFields, Inc. (Wilmington, DL)	\$3,147,480	\$5,063,000	\$1,915,520	61%
189	Core States Group (Atlanta, GA)	\$11,004,346	\$15,515,083	\$4,510,737	41%
190	Daniel B. Stephens & Associates, Inc. (Albuquerque, NM)	\$13,712,480	\$18,760,299	\$5,047,819	37%
191	Mabbett & Associates, Inc (Bedford, MA)	\$1,779,648	\$2,984,868	\$1,205,220	68%
192	Calvin, Giordano & Associates, Inc. (Fort Lauderdale, FL)	\$17,134,045	\$22,763,856	\$5,629,811	33%
193	JONES & CARTER, INC. (Houston, TX)	\$32,465,516	\$40,224,217	\$7,758,701	24%
194	Wier & Associates, Inc. (Arlington, TX)	\$5,112,670	\$7,808,144	\$2,695,474	53%
195	Passero Associates (Rochester, NY)	\$7,920,706	\$11,482,067	\$3,561,361	45%
196	Sherlock, Smith and Adams, Inc. (Montgomery, AL)	\$8,408,221	\$12,044,487	\$3,636,266	43%
197	CPH Engineers, Inc. (Sanford, FL)	\$36,696,624	\$43,701,048	\$7,004,424	19%
198	Traffic Planning and Design, Inc. (Pottstown, PA)	\$10,679,786	\$14,789,703	\$4,109,917	38%
199	ECOM Engineering, Inc. (Sacramento, CA)	\$2,732,751	\$4,345,934	\$1,613,183	59%
200	GH2 Architects, LLC (Tulsa, OK)	\$3,336,933	\$5,202,970	\$1,866,037	56%

> On the Record

Firm leaders sing praise for Hot Firm Conference

> Past attendees share views about what made them attend, and what they got from the event.

The Zweig Letter Hot Firm Conference is scheduled for Oct. 29-30 in Las Vegas, NV. This year, the event marks its 10th edition, and *The Zweig Letter* asked past participants to share with us the best part of attending the Hot Firm Conference. Here are some answers:

R. Todd Weegens, principal, Fehr-Graham & Associates, LLC. (Freeport, IL) (Hot Firm 2007, 2008, 2009), a 89-person consulting engineering firm:

"The opportunity to network with and learn from other leaders of progressive firms in our industry about the challenges of leadership of an A/E firm, identifying what has worked, or not worked in meeting those challenges is invaluable. I have felt that attendance at the conference is worth the effort if I can take away one idea to make our firm better, and on each occasion so far, I have left with much more than just a single idea. Many of these ideas have been implemented and have resulted, and continue to result, in tangible benefits to our bottom line."

Jim Tull, chief financial officer, Crafton Tull Sparks (Rogers, AR) (Hot Firm 2006, 2007, 2008, 2009), a 320-person architecture/engineering firm:

"Learning how other professionals made adjustments to their firms to accommodate rapid growth. Comparing their

choices to our choices and learning what worked best as well as what has not. Not all firms are in a high-growth mode and it is easy to stub your toe when you are running hard. It helps to be around others and learn from their experiences instead of your own."

Robert Hornaday, principal, Barton & Loguidice, P.C. (Syracuse, NY) (Hot Firm 2003, 2004, 2009), a 189-person architecture/engineering firm:



Robert Hornaday,
principal,
Barton & Loguidice,
P.C.

"I find the conference not only to be an excellent source of current information, but a great rejuvenator. I return from the conference each year with a renewed sense of commitment... ready for the next 100,000 miles."

James Downs, president, Cuhaci & Peterson Architects (Orlando, FL) (Hot Firm 2007), a 100-person architecture/engineering firm:

"The main objective was to meet other upper management design professionals that were in growth mode and learn about their challenges in growing their firms. Our firm was not in a growth mode but was going through an ownership transition and the contacts made and the information and ideas I obtained was tremendous. This conference provided me the forum to meet and share ideas about our business with a lot of firm leaders that I would not have had the chance to meet elsewhere."

Scott L. Smith, director of corporate and legal affairs, SEC Group, Inc.

(McHenry, IL) (Hot Firm 2000, 2005, 2007), a 120-person consulting engineering firm:

"The ability to learn what some of the fastest growing firms in our industry are doing to not only grow, but grow smartly, was an invaluable experience. It allowed us to stay on top of the latest in applications as well as give us an idea of some things that we can be doing better in order to keep us on the Hot Firm List regularly, as opposed to accepting 'one and done' appearance."

"Being surrounded by business leaders who weren't comfortable with the status quo."

Thomas Soell, president, JVA, Incorporated (Boulder, CO), a 68-person consulting engineering firm:

"Being surrounded by business leaders who weren't comfortable with the status quo. The attendees shared a vision of growth with the idea that growth leads to a dynamic environment that increases profits and employee retention, and also results to a richer professional experience."

Marian Ross, CFO, vice president, Harris & Associates (Concord, CA) (Hot Firm 2003, 2004, 2005, 2007), a 400-person consulting engineering firm:

"Being recognized for pulling it off. Having ranked sixth out of 100 (in 2003) in front of your peers, not to mention the good press, was special. We knew we were growing and had tripled in size in a two-year period, but seeing how we stacked up was special too." ■

The Zweig Letter

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