

## EDITORIAL

### More than one way to accomplish your goal

The story of Bud Freakhausen illustrates how chasing the money, and then your dreams, is a good strategy.

**B**ud Freakhausen was a classic architect-type. He went to Yale in the 70s— protested the war (even though he was rarely seen outside not wearing his father’s WWII army jacket), and listened to a lot of Grateful Dead. He interned for a small New Haven firm when he was in school but they had no work to hire him full-time upon graduation so after a couple months of searching he finally landed a job with a firm in Dallas— the last place he thought he would ever want to live.

But time has a way of passing— and along with that, Freakhausen



Mark Zweig

eventually discovered that Dallas wasn’t so bad. The winters were pretty nice, there were a lot of great restaurants, no state income tax, and cheap housing. These things seemed more valuable especially after he met the girl he would eventually

marry, Marybeth Sweetcheeks, a “Texas belle” of sorts, member of one of the most prominent and affluent local families, whose empire included a wide range of businesses— from bars to car dealerships to real estate.

So, after a decade or so of working for mega firm, where Freakhausen learned a lot but felt pigeon-holed because of their emphasis on retail projects, he decided to strike out on his own and opened Freakhausen Arki-TEK-cher (he thought the funky spelling of “architecture” would make it more memorable!). He was bound and determined that Freakhausen Arki-TEK-cher would NOT be a specialized firm. He wanted to do houses for friends and schools and churches, funky little one-off restaurants and community centers. He DID NOT want a company like the one he just came from— at least that’s what he thought. Problem was, he went from making about \$80K at the firm he worked for to barely squeaking out \$30K a year in his own firm after

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He “retired” at age 45, took the whole family and moved them to a small town in Vermont, where he could do the kinds of projects he always wanted to do but not worry about the money.

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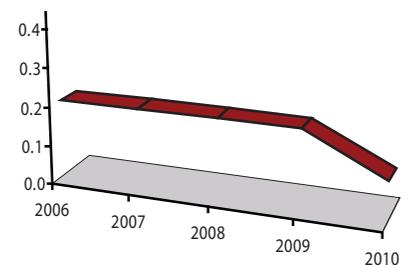
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### TRENDLINES

#### Bearable interest



Despite the recent economic challenges facing A/E/P and environmental consulting firms, the third-party interest bearing debt to equity ratio has reached a six-year low, according to the 2010 *Financial Performance Survey*. A leverage ratio is a measure of a firm’s ability to meet its long-term obligations to financial institutions. The lower it is the better a firm’s ability to borrow. In 2004, the median third-party interest bearing debt to equity ratio was 0.3 to 1, and then dropped to 0.2 to 1 in 2005, where it stayed for the next four years (2005-2009). And then in 2010 it dropped to 0.1 to 1.— Margot Suydam, *Survey Manager*

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being in business for two years! The jack-of-all trades design firm that Freakhausen had envisioned was not a good formula for success.

Fortunately, just about the time the realization of his failed business model struck home, Freakhausen's father-in-law's connections resulted in an opportunity for him to work for Northland Corporation, a large national chain of convenience stores, which was in the process of converting every one of their stores into a combined fuel station/convenience store. Their building program was anything but design-oriented; nevertheless, Freakhausen had a pretty good background in working for national chains doing rollouts from his early employment experience. So, reluctantly, he went ahead and met with Northland. The executives immediately liked him and he ended up doing \$2 million in revenue the first year. Ten years later, by the year 2000, Northland was a \$17 million/year client for Freakhausen Arki-TEK-cher, Freakhausen was a \$27 million annual revenue firm, and Freakhausen was making \$4 million-plus a year and living comfortably in a 6,000 square-foot, five bedroom, 6.5 bath mini manse in Highland Park, just down the street from his in-laws.

With his dream still alive of having a "real" design firm, Freakhausen hired a specialized investment banking house for sell-side services to confidentially market his firm. A top 10 global A/E conglomerate paid \$16 million for it, mostly in cash. Freakhausen had done a good job and had a really strong second-tier of management.

After a year with the new firm he "retired" at age 45, took the whole family and moved them to a small town in Vermont, where he could do the kinds of projects he always wanted to do but not worry about the money. With a net worth of over \$25 million, he didn't need to make any real money any longer, and, other than a few regrets about the long New England winters, lived happily ever after. ■■■

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## A/E BUSINESS NEWS

**MEDICAL MALLS BECOMING TRENDY:** The *Hartford Business Journal* reports that medical office annexes are a growing sector in the commercial real estate market.

The paper reports that "landlords can't resist building or renovating space for hospital-physician practices, tenants whose steady stream of paying clients effectively anchors them to the community—and their spaces."

California, Florida, and Texas are the top markets for medical office buildings. Connecticut's annexes tend to be one-story, freestanding suburban structures that are part of shopping centers, according to the article. Hartford Hospital, with 13 suburban medical annexes, and Saint Francis Hospital and Medical Center, with 17, plus two more on the drawing board, are the major players developing and operating Class A medical office buildings in Greater Hartford. Construction, fixtures, and furnishings for the facilities can often total between \$8 million and \$9 million, according to the article.

The medical malls seem to be gaining in popularity because moving ambulatory treatment to suburbs where land is cheaper and more available also benefits hospitals by freeing up their limited and more expensive main campuses to care for their sickest patients, doctors and administrators told the paper.

**ARMY GOES GREENER:** U.S. Army officials issued a new sustainable design and development initiative in December that incorporates requirements of the green building Standard 189.1.

The policy applies to all construction and renovation of new buildings and structures in the U.S. territories, permanent overseas Active Army installations, Army Reserve Centers, Army National Guard facilities and Armed Forces Reserve Centers. The footprint of the existing Army buildings and structures worldwide covers more than 954 million square feet.

Standard 189.1, published early in 2010 by ASHRAE in conjunction with the Illuminating Engineering Society of North America (IES) and USGBC, provides a green building plan for those who choose to design, build and operate green buildings. The policy addresses site sustainability, water use efficiency, energy efficiency, indoor environmental quality, and the building's impact on the atmosphere, materials and resources.

## CALENDAR

### 2011 LEADERSHIP AND LEGISLATIVE CONFERENCE:

The 2011 AIA Grassroots Leadership and Legislative Conference is Feb. 2 through 5 in Washington, D.C. This year's theme, DESIGN I VOICES, celebrates and strengthens the role of architects to advocate for stronger, better communities; empower collective voice; and communicate that design matters.

This annual meeting offers opportunities for leaders from nearly 280 state and local chapters to exchange programs, best practices, and share and discuss information and challenges that relate to their experiences. Continuing the Grassroots tradition, component presidents and presidents-elect, emerging professional, knowledge community leaders, members of the AIA national board of directors, AIA national component staff, executive directors and component staff will hone their leadership skills and attend workshops that are specifically designed for them.

Members will be given the opportunity to provide input on AIA initiatives and share information and ideas with their counterparts from around the country. The agenda also includes a dynamic legislative conference and workshops designed to help members become effective chapter and civic leaders.

For more information or to register, log on to [www.aia.org/components/AIAB086246](http://www.aia.org/components/AIAB086246).



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## TOP PLAYER

# Passion and drive deliver success

Number 20 Hot Firm has achieved success by taking care of all the details, says leader Husam Ahmad.

**F**or Husam Ahmad, the president of **HAKS Engineers and Land Surveyors, P.C.** (New York, NY), a 400-person construction management, engineering, architecture, land surveying and material testing firm, the secret of success is delivering quality work and finishing projects on time and on budget. Elementary, but, it's also paying attention to client's needs and finding the best people. In this interview, the leader of the number 20 firm in *The Zweig Letter* 2010 Hot Firm List talks about success, inspiration and the drive to succeed.

**The Zweig Letter: What does it mean to be a Hot Firm?**

**Husam Ahmad:** A firm that has continuously achieved sales growth and business diversification in geography and services offered over several years.

**TZL: How did you get where you are today?**

**HA:** By paying attention to my client's needs, recruiting outstanding performers and emphasizing quality and responsiveness in every project we undertake.

**TZL: Do you remember your first paid job? What did you learn then that still influences the way you work today?**

**HA:** I started as a trainee engineer working for the general contractor McDonald Layton Corporation. I was assigned to the construction of a water treatment building as a part of brand new 1500MW thermal power plant in Pipri, outside Karachi, Pakistan. While there we learned to plan ahead and take nothing for granted.

**TZL: What is it in your DNA that drives you to success? Is it audacity and risk-taking; a can-do attitude and a relentless pursuit of perfection; or something else more abstract?**



Husam Ahmad,  
President, HAKS  
Engineers and  
Land Surveyors,  
P.C.

**HA:** I am very persistent and I set a deadline for everything I undertake. I do not let go of my goals easily. If I run into a roadblock to the accomplishment of a goal, I take a break from pursuing that goal and get back to it after I've developed a different line of attack to reach and achieve that goal.

**TZL: In today's difficult business climate, what does it take to succeed? Is the spectrum of failure a motivator?**

**HA:** Delivering quality work and completing projects on time and within budget are the keys to succeed. With insufficient funding you have to make the best of what you are given and work hard to stay in budget and achieve the goals of the project. My motivator is the continued growth of my company.

**TZL: Where do you see this industry in 10 or 20 years? What trends are influencing it? What about your company?**

**HA:** I foresee more of the P3 or D-BOM in some shape or form because state and federal governments do not have the necessary funding to keep up with our infrastructure needs. We will see more design/build projects. My firm provides construction management services for D/B projects. We are also developing relationships with contractors with whom we will provide design for D/B projects.

**TZL: Do you hold someone as a special mentor? How did this person influence who you are?**

**HA:** I am impressed by success, pro-

fessionalism and knowledge. I am very much impressed by Neil Lucy, senior vice president and New York area manager with **Parsons Brinkerhoff**.

Over the past 15 years we have worked on several projects together and I've always admired how his relationships with people, how knowledgeable he is regarding projects and staying professional at all time. His example makes me take a look at my relationship with clients, my professionalism— always trying to expand my knowledge of each project.

**TZL: What's the one trait you most admire in people and why?**

**HA:** Passion. A person needs to be passionate about their profession, their dreams or whatever matters most to them in order to achieve success.

**TZL: Describe the most challenging thing you have ever done/the biggest challenge you have taken on outside of work?**

**HA:** Playing golf! It's a work in progress. I find it very difficult to improve my game. I need to practice more.

**TZL: What question would you ask of another Hot Firm leader?**

**HA:** How and where do you find engineering managers with passion for what they do?

**TZL: What lesson learned would you pass along to a recent college graduate embarking on a career in the A/E/P and environmental consulting fields?**

**HA:** Seek positions in which you will receive mentoring and the future is bright. Work hard and be passionate about your work. Join and participate in the professional societies, which will help you become a leader in the engineering industry. ▲▲

"I am very persistent and I set a deadline for everything I undertake. I do not let go of my goals easily. If I run into a roadblock to the accomplishment of a goal, I take a break from pursuing that goal and get back to it after I've developed a different line of attack to reach and achieve that goal."

## STRATEGY

# Growing means focusing on the foundation

Without care for the essential successful business practices, you might as well live on a prayer.

By JOÃO FERREIRA  
Managing Editor

Asking someone how they plan to grow in 2011 might elicit replies such as, “Well, you tell me.”

Few are willing to assure anyone they will see success in 2011. In a recent survey for ZweigWhite’s 2011 *A/E/P and Environmental Consulting Industry Outlook*, 49% of respondents said they expected to meet goals and expectations in 2011, but only 18% are expecting excellent performance in 2011. In practice that means that many are simply expecting to squeak by.

“I hope we just maintain in 2011,” says Pamela Bain, president of **Bain Medina Bain, Inc.** (San Antonio, TX), a 56-person consulting engineering firm. “My hat is off to the firms that do see growth ahead.”

So, maybe that hat is off to **Pond & Company** (Atlanta, GA), a 175-person architectural, engineering and planning firm.

President Al Pond says he expects a significant growth in revenues in 2011.

“We have been fortunate to be in several strong markets, but several of our client sectors have been a challenge due to declining capital budgets and increased competition,” he says. “Our strategy has been, and will continue to be, focused on three key points: Grow our core markets, focus on client service, and provide new services to our existing markets.”

Sounds good, but how to actually do that?

Pond again: “In our core markets, we have allocated more resources to grow market share and place more emphasis on proactive sales strategies. Second, to improve client service, we conducted a SWOT analysis (at our annual planning retreat) of all technical disciplines and corporate support functions—and identified areas where we needed to

strengthen technical capabilities and resources. We also place a premium on building and maintaining client relations (repeat work) at all levels of the company. Third, we continue to look for ways to provide new services to our existing client markets. Two recent examples include establishing a separate business unit to provide corrosion engineering in several of our markets, and ramping up GIS capabilities through a recent acquisition.” (*To read more on the topic providing peripheral services to your core that will grow your revenue, see story on the following page.*)

**ALL-OUT EFFORT.** Historically successful firms such as number 48 Hot Firm **KSA Engineering** (Longview, TX), a 161-person consulting, management, engineering, planning, surveying, and construction services firm, are certainly having to sharpen their focus if they want to see growth in 2011.

“The past three years have been very successful years for our firm but we see signs of slowdowns in some of our key service areas in 2011,” says Joncie Young, KSA president.

Young attributes the slowdown to lack of funding and uncertainty about the future, which is driving some clients to question and postpone planned projects. With this reduction in the number of projects available, the firm is taking

the following steps to assure continued growth:

- 1) Responding to only those proposals the firm has a high probability of winning. “By focusing our marketing resources on fewer projects, we are producing higher quality, more directed responses to each of these opportunities,” Young says.
- 2) Monitoring state and federal regulatory changes that mandate action from the firm’s client base.
- 3) Educating clients on all potential sources of low-interest loans and grants.
- 4) Monitoring contract backlog level and strongly relying on that indicator in the management of our company.”

**NOTHING NEW.** What Young and Pond have described above is not rocket science—they’re basic good business practices that often get neglected through distraction and loss of focus.

“There is really nothing new or innovative about these concepts,” Pond says. “I see this somewhat like the importance of ‘blocking and tackling’ for a football team—success comes from focusing on the basics. Competition is more intense than ever for a declining number of projects, but we believe we will be successful growing our business.” ▲▲

**RECIPE FOR SUCCESS: Jaster-Quintanilla** (Dallas, Texas), a 135-person consulting engineering firm—and a 2010 Hot Firm Honorable Mention—has experienced growth during the economic downturn and expects the same during 2011. Managing Partner Stephen Lucy shares some of the strategies that helped attain that success:

- Increased business development efforts to existing public sector markets that still have funding, including the water/wastewater infrastructure market. The firm also expanded efforts in other public works markets, such as federal agencies.
- “We have evaluated our clients and have focused our business development efforts on those clients that operate in more profitable markets and provide us with opportunities to obtain better fee structures,” Lucy says. This has resulted in a go/no go evaluation approach on clients just as much as a go/no go approach on project evaluation. “We also maintain more regular contact so as to protect and expand our relationships with these valued clients.”
- Emphasized cross-selling between disciplines, which has allowed the firm to provide multiple services on the same project, increasing the overall fees on a given project. “We have also added services that were being requested by our clients,” Lucy says.
- Created strategic alliances with key clients especially related to design/build pursuits for public sector work. The utilization of the same design and construction team on multiple pursuits has provided a reduction in the cost of the pursuit. Similarly, the firm created some alliances with peer firms, which allowed pursuing larger projects.

## LEADERSHIP

# Question is: What else can you do?

Firms add peripheral services during slow economic recovery period.

By AMY SHERRILL  
Editor

Some A/E/P and environmental consulting firms are reinventing themselves in the face of uncertain economic times.



Alicia Germano,  
Creative Director,  
3tstudios.

Alicia Germano, creative director at **3tstudios** and creative facilitator at **3tarchitects** (Albany, NY), a nine-person architecture and design firm, says, "During this time of ongoing economic flux, many firms need to adapt just to stay afloat. 3tarchitects is not immune to this challeng-

ing marketplace, although we've been adapting quite well."

In 2007, just one year after 2010 Hot Firm 3tarchitects was established, the sister company 3tstudios was created. 3tstudios is an in-house design group specializing in branding, marketing, graphic design, advertising, and most recently, signage systems.

"3tstudios' launch uniquely positioned 3t as a business capable of serving all of the design needs of our clients," Germano says.

"We have successfully incorporated 3tstudios services into numerous projects of 3tarchitects. 3tarchitects strengthened current relationships by expanding on our traditional architectural practice," she says.

To assist in planning its clients' projects, the firm offers more in-depth programming and feasibility studies, and site visits for potential development as well as connecting business partners to expand their opportunities, oftentimes when there may not be a direct benefit for 3t.

"We find that it is these relationships that help us to create the foundation for future growth," Germano says.

3t continuously volunteers on community projects and its efforts have in-

creased a great deal over the past year.

"3t offers its services not only to support and engage in the community in which we reside, but to share our passion and unwavering commitment to the creation of meaningful spaces, buildings, and neighborhoods," Germano says. "The unintended byproduct of these efforts has been the development of new relationships and the creation of work for the firm."

**GIVING VALUE.** Mike Phillips, CEO, **Phillips Architecture**, (Raleigh, NC), a 25-person architecture and planning firm, says the growing inventory of foreclosed or 'fire sale' commercial properties led his firm to develop a package of services to help potential buyers understand the real value of a property. This often involves confirming leasable square footage, adaptive reuses, ADA accessibility status, building code compliance, site/parking issues, etc.

"We have also prepared pricing plans so a builder can develop budgets for the owner's Pro-Forma data for the ever-more-scrutinizing lenders," he added.

Al Oberlander, principal and COO at **RDG Planning & Design** (Des Moines, IA), a 170-person architecture and design firm, says, "We stress the importance of 'Adding depth and adding breadth' to what we offer."

The firm constantly looks for deeper knowledge (depth) within the project types it specializes in and at the same time makes more services available to its clients (breadth).

During the past few years the business expanded its offerings to include lighting design, graphic design, web site design, interpretive videos, art consulting, and public art.

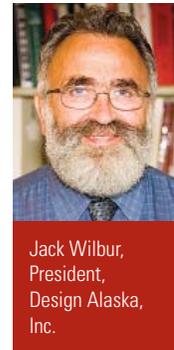
The firm's integrated staff now includes architects, landscape architects, mechanical engineers, electrical engineers, lighting designers, interior designers, media/graphic designers, videographers, planners, and artists, he says.

**ALWAYS IMPROVING OFFERINGS.** Some firm leaders believe their way of adding new features along the way and not trying to reinvent themselves over-

"3tarchitects strengthened current relationships by expanding on our traditional architectural practice."

night has helped keep them afloat during these uncertain times.

Jack Wilbur, president of **Design Alaska Inc.** (Fairbanks, AK), a 60-person architecture and engineering firm, says adding services is not new to his firm nor is it due to current economic constraints.



Jack Wilbur,  
President,  
Design Alaska,  
Inc.

Design Alaska was founded in 1957 as a civil engineering and surveying firm. Architecture and structural engineering were added in the '60s, mechanical engineering in the '70s, electrical engineering in the '80s, historic architecture in the '90s, and construction management, environmental engineer-

ing, and fire protection engineering in the '00s.

"This year we added landscape architecture and construction surveying, and next year we are adding construction testing to our list of services," Wilbur says. "We are always on the lookout for ways to make us a one-stop shop for our clients. We have found this to be a good marketing tool and it's especially attractive to our design/build construction partners."

Donald Stone, Jr., CEO, **Dewberry** (Fairfax, VA), an 1800-person civil engineering firm, says his firm is creating a higher level of focus on its core markets and technical competencies and the additional services the business is adding are directly connected to those core capabilities. This will be in the context of lifecycle services within those markets.

"We will not try to reinvent ourselves with new services as the competition will be very keen in all markets. Therefore, if you are not there today, then you will not be there tomorrow," Stone says. ▲▲

## ON THE RECORD

# In business, is it the heart or the mind?

Running a business is part passion and part process, in varying dosages.

This is an essential question: Heart or mind? George W. Bush or Barack Obama? Passion or pragmatism? In 2011, your approach will help justify your actions, whether they are successful or not. Here's what a few industry leaders said when we asked: Do you run your business based on heart or mind? What is the role of passion and appeal vs. rigor and objectivity?

**Stephen Sessler**, partner, **Newcomb & Boyd** (Atlanta, GA), a 165-person multidiscipline design and consulting firm:



Stephen Sessler,  
Partner,  
Newcomb  
& Boyd.

This is an important distinction and one that is easily confused. Design professionals should sell their services based on the value of those services. The value of those services is almost always more than the amount it costs to produce those services. Thus, when one is pursuing a project and negotiating the contract (i.e., the business part of the equation), rigor and objectivity should always rule. Without a sound business model profits evaporate, business stagnates, and you rapidly lose your momentum. On the other hand, once you and your client have agreed upon mutually acceptable terms, conditions, and fee, passion and enthusiasm should take over and guide the project through the chosen delivery process. That is not to say that you can let your business guard down once you have signed a contract—you can't. Matters like scope creep, nonpayment of invoices, and bad treatment should all precipitate a reevaluation of the contact, the relationship, or both. But lacking one of those problems, design professionals should then give their creativity and enthusiasm for the client and their project free reign. Great projects require great clients. We all know that. But design professionals

can often provide the spark and the energy needed to bring out the best in a client. And great design professionals always go the extra mile for their clients.

**James Roberts**, president, **Jobes Henderson & Associates, Inc.** (Newark, OH), a 28-person civil engineering design and land surveying services firm:



James Roberts,  
president, Jobes  
Henderson &  
Associates, Inc.

We have always run Jobes Henderson & Associates much more on heart than on mind. While that can be problematic at times, we find it by far the better way to operate in the long term big picture. We are a relatively small firm. That being the case, our only real assets are our people. They are all professionals, albeit at varying points in their careers, so we should be able to treat them as professionals with limited restrictions and constraints. We believe very much that happy employees will resolve nearly every challenge or problem we may have in our business. Running the company more with the mind would put limitations and obstacles in their way that would only reduce their enthusiasm and initiative. As the economic times have gotten tougher, we have had to slide over toward the 'mind' side of things somewhat, but the emphasis is still on the 'heart' side. We also feel strongly that 'passion and appeal' will trump 'rigor and objectivity' every time in our business. If we can bring out the passion in our staff that led them to select this field for their profession, we will have very little need for rigor. We focus considerable effort on mentoring and leading our team toward expressing their passion as a way

"We believe very much that happy employees will resolve nearly every challenge or problem we may have in our business. Running the company more with the mind would put limitations and obstacles in their way that would only reduce their enthusiasm and initiative."

### MANAGEMENT FROM A THROUGH Z:

Collected from the weekly pages of *The Zweig Letter*, this collection features Mark's no-holds-barred advice on A/E firm leadership, ownership transition, marketing, business development, recruitment and retention, and more. It's 860 pages of true goodness.

For more information or to buy a copy, call 800-466-6275 or log on to [www.zweigwhite.com/zw-545.aspx](http://www.zweigwhite.com/zw-545.aspx)

to perform their tasks well. We realize as our firm grows again that the emphasis will need to edge over a bit, but I see us always operating more on the 'heart' side as much as possible.

**Kevin Phillips**, CEO of **FPM Group Ltd.** (Ronkonkoma, NY), a 100-person full-service environmental and traditional engineering firm:



Kevin Phillips,  
CEO,  
FPM Group Ltd.

Being the CEO and having two graduate degrees from MIT and a PhD, my approach is very much driven by analytical techniques. However, analytical techniques can go just so far. That's when the passion and appeal helps to make the final decision. For example, we recently hired a senior level Explosive Ordnance Disposal (EOD) employee. His résumé looked impeccable. Thirty years of hands-on work in the Army and Air Force with additional underwater Navy experience as well. He was just the right person to lead our EOD team. That would complement our existing geophysical capability so we could not only find the ordnance but dispose of them as well. A great find, but I wouldn't hire him till I met him in person and let him convince my 'gut' he was the right guy. ▽▲

# PM PERSPECTIVES

## Time management in a new decade

“The bad news is time flies. The good news is you’re the pilot.” —  
*Anonymous*

When we pass into a new year we can’t help but reflect on the time gone by— great moments, not so great moments, and lots of ordinary and daily stuff in between that we don’t have much recollection of.

Whether marked by flipping the pages of a calendar or counting the hours on the workplace clock, we know that life only gives us so much of this thing called time. Sometimes we want to fast forward to get to something we can’t wait for; other times we want to slam on the brakes and enjoy it while it lasts. We never have enough of it or we have so much of it. It’s oppressive.

Most of us spend 40 or more hours of our life (2,400 minutes) engaged in activities that benefit our organization. That’s a pretty big chunk of time. So why does it still feel like we’re not getting enough accomplished? If one of your New Year’s Resolutions includes managing your time better, here are some pointers to keep you on task:

■ **Prioritize.** What needs to get done because it’s important for the business? The problem is that we lump everything in this category when really some of these items can wait or should simply be less of a priority today or this week. How many things have been tagged as “urgent” and drain our attention from critical goals? There will always be some fires to put out, but if you allow them to rule your business life you’ll never complete those organizational objectives.

■ **Don’t procrastinate.** Even when



Christine Brack

we have time at our disposal, we conjure up great ways of avoiding the essential things that need to get done. Why? Isn’t this the space in our schedule we’ve been waiting for? Perhaps we just don’t know how or where to get started. Maybe we aren’t

excited about what we volunteered for or what has been assigned to us. Likely, we are afraid it will bomb and we’ll look a bit incompetent. Unless you work as a solo practitioner (and even then resources are available), there’s no excuse for not leaning on peers for input and help.

■ **Manage e-mail.** We feel (and some of us may have been trained) to drop what we’re doing and address the new e-mail that *Outlook* just delivered. This might be considered “responsive” or “great customer service” but for the average person, each occasion the attention is ripped away, it takes seven minutes to refocus and return to the task at hand. Considering the volume of mail we receive, that’s serious time down the drain. Now consider what e-mail you needn’t be copied on and inform the sender. This isn’t rude—it’s a time saver. If the “reply all” has been hit more than three times by anyone in the distribution list, it’s time for a conference call or a meeting. As a firm, pledge to write less (less text, less frequency). Tomes get deleted.

■ **Delegate more.** “I can do it faster than it will take me to explain it to him” and other roadblocks like this are why we have our plates full. There is always a learning curve and a bit of investment on the side of the manager who delegates but that’s the point. This time, just be clear about what you expect and make sure you are available if the employee runs into trouble or has questions. The smartest and most efficient staffer in the office isn’t always the best choice to delegate to. Less experienced team members have an opportunity to grow here and you’ll win

their commitment by showing you trust them.

No doubt you looked at your utilization rate in 2010 and wondered how so many hours were spent at the office and yet the big things didn’t get started or finished. There will always be troubles to contend with when we run a business or manage a project but they shouldn’t be running us ragged or dictating how we carry out our day. There isn’t a magic wand to make it go away but you do have the ability to call the shots on how that time is better spent. ▲▲

CHRISTINE BRACK, PMP, is a principal with ZweigWhite specializing in strategic business planning and project management optimization. Contact her at [cbrack@zweigwhite.com](mailto:cbrack@zweigwhite.com).

**2011 INDUSTRY OUTLOOK:** The current economic climate is uncertain at best and A/E/P and environmental consulting firm leaders need solid information to plan their strategy this year.

- What can your design or construction firm expect in 2011?
- What are the business trends that are changing the A/E/P and environmental consulting industry?
- What is the outlook for your firm’s target markets?
- What are the strategies A/E/P and environmental consulting firms will be using to grow in 2011?

Knowing the answers to these questions can give your architecture, engineering, planning, construction, or environmental firm an edge on the competition. And you’ll find the answers in ZweigWhite’s 2011 *A/E/P and Environmental Consulting Industry Outlook: Strategy and Insight for Design & Construction Firms*.

For more information or to buy a copy, call 800-466-6275 or log on to [www.zweigwhite.com/zw-1063.aspx](http://www.zweigwhite.com/zw-1063.aspx).

Considering the volume of mail we receive, that’s serious time down the drain. Now consider what e-mail you needn’t be copied on and inform the sender. This isn’t rude—it’s a time saver. If the “reply all” has been hit more than three times by anyone in the distribution list, it’s time for a conference call or a meeting.

## GUEST SPEAKER

# What is your New Year's resolution?

Best-in-class companies share a few characteristics. Learn from them!

The New Year's resolution is an age-old tradition dating back to 153 B.C. and tied to a mythical king of early Rome.

And for thousands of years since, individuals have engaged in the practice of attempting change in their lives when each New Year arrives.

Can a business also make a resolution for change and improvement? It certainly can and, as we know, most companies actually do.

If you think about it, the entire growth and business planning cycle that usually begins in the late fall is a process that exudes improvement and goal setting— not dissimilar from the resolution process.

As you drill further down into an organization, you find the review and goal-setting process for staff is similar to the personal resolutions many of us make for the New Year.

Studies show that fewer than a tenth of those individuals who make personal New Year's resolutions follow through to completion. The same studies indicate the chance of achieving success increases dramatically when actual measurable goals, milestones, and metrics to assess progress along the way are set. This trend seems to hold true for businesses also.

Most leaders do sufficient planning and set goals to increase growth and profits.

The question lies in how to achieve those desired changes and improvements— particularly in these turbulent economic times.

Perhaps looking to the practices that best-in-class companies use can help assure better success in all companies.



Gerry Salontai

These best companies generally share the following characteristics:

**1) Model proactive top leadership.** First and foremost, leaders are engaged in activities that visibly drive value in the organization. Leaders in these firms

communicate the firm's overall vision, strategic direction, and goals very effectively. They have the ability to clearly articulate where the company needs to go, how it is doing, and the course corrections needed to achieve success. This is done throughout the organization with no veil of secrecy or sugarcoating— but with complete transparency. These leaders make decisions quicker, not using "hope" as a strategy for improvement. And they also focus the vast majority of their attention on clients, which can benefit both staff and clients. In particular, they concentrate on driving work in the door and hold each other accountable for delivering on that goal.

**2) Set realistic goals.**

Communicating clearly to stakeholders a realistic goal's link to success, and being able to track its progress, is key to realizing that goal. Best-in-class companies establish goals that will stretch the staff and the organization as a whole, but not set them up for failure. These companies also identify and set those "critical few" goals that will really "move the needle" to achieve success. They avoid setting too many goals that become difficult to track, are not really that meaningful, and divert the attention of staff. Company-wide and staff goals are also realistic, measurable, and consistent across business units or staff types, with milestone check-ins to monitor the progress. Finally, the best companies always keep an eye to the future— selectively using goals that begin building a foundation for future opportunities.

**3) Revenue is critical.** Focusing on the top line to drive profitable business into the organization is always key and even more so critical in today's environment. Best-in-class companies ensure they are targeting the right markets and sectors. They evaluate clients closely, directing more resources to those who have real potential, while "firing" those who have little promise to drive the business. They are also determined to

stay true to their business model and focus on what differentiates them in the marketplace. They use an effective "pro-active" business development strategy that tracks the progress of client development and includes regular communication and feedback. Most importantly, the best develop "deep" relationships, "sell-in" new services, and leverage the relationship into more opportunities with their clients.

**4) Assure fundamentals are in place.**

Best-in-class companies make sure their labor and non-labor costs are in line with revenue expectations and continually monitor their organization. They approach a new year with a conservatively lower cost structure that they can expand if the results of early performance warrant it. They operate with the right staffing leverage to maximize the use of labor, thus driving higher efficiency, without compromising quality or the ability to deliver. They also use forward-looking monitoring metrics, including pricing and the pipeline of potential workload, and they use predictive scenarios to quantify and clarify actions. Finally, the best companies excel in eliminating distractions— initiatives not proving out, service offerings that have been marginalized, and non-performing operations or people.

**5) Use talent effectively.** The best-in-class use their best in the organization to sell projects and manage clients and projects. They know that putting the best on the front lines with client-related activities derives significant value. Those companies also "forcefully" break down any silos of resistance to get the work completed profitably and in the best interest of serving the client. And they have less tolerance for those in the organization who would rather manage processes, are interested in position or title, and have tendencies toward an internal organizational focus rather than the external marketplace. At the same time, they recognize this is a people business— core talent need to be tied in, properly compensated, and clearly see their career paths.

So what will your New Year's resolution include? ▲▲

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## STRATEGY

## Firms prepare for recruiting rebound

Having a winning staff is a continuous process, recession or no recession.

By SUSANNAH PATTON  
Correspondent

While the design and construction industry may be facing a slow recovery, A/E/P and environmental consulting firms are looking ahead and anticipating an eventual rebound in hiring activity.

Kevin Ferguson, chief development officer for **Albert A. Webb Associates** (Riverside, CA), a 111-person civil engineering and planning firm, says hiring activity will pick up and his firm plans to be ready to attract the top talent.

"We have already begun to recruit, as we know there will be a real war for talent and we want to be ahead of the game, not behind," he says.

**BUILDING OPTIMISM.** There may be a reason for the optimism. The most recent Architecture Billings Index from the American Institute of Architects, the leading economic indicator of construction activity, indicates the architecture and construction industries may be headed to recovery.

The index was 52 in November, the highest its been since January 2007, and overall grew almost 10 points during 2010.

AIA economists say the numbers indicate a positive trend in the industry as a whole, reflecting a slow improvement in both construction and design activity— despite the volatility.

Rebecca Caudill, senior hydrogeologist and HR liaison at **National Resource Technology** (Pewaukee, WI), a 38-person environmental consulting firm, says her firm has stayed on top of recruiting efforts even during the downturn.

"We have continued to attend regional college career fairs whether or not we were hiring," she says. "We've stayed committed to our goal of hiring at least

one engineering student each summer, despite slim backlog at times.

"We forecast hiring one to two entry-level engineers per year for at least the next one to four years."

**CONTINUOUS RECRUITING.** Patti Beasley, senior associate and human resources manager at **H&A Architects & Engineers** (Glen Allen, VA), a 185-person firm said her company has also remained committed to growth.



Patti Beasley,  
Senior Associate  
and HR Manager,  
H&A Architects  
& Engineers.

"Recognizing that talent acquisition is a challenge in general, two years ago we decided to implement a process of continuous recruiting," she says. "Our leadership, management and staff are our best source for new hires. When they make recommendations, we put our efforts on screening those candidates for either a current or a future position."

The firm even added a new position just to help with recruiting needs.

"The influx of résumés during this current timeframe has kept our HR department very busy and this past summer we created a full-time recruiter position," she says. "We also worked with our software programmer to develop an applicant tracking database system for an easier way to capture, route, and retrieve résumés."

Rather than place résumés in a forgotten pile, the firm screened candidates as their applications were received.

"We don't want to just house résumés for a possible need, the candidates are available when they apply so we screen them for competencies and cultural fit when we receive their application," Beasley says.

"We have continued to attend regional college career fairs whether or not we were hiring. We've stayed committed to our goal of hiring at least one engineering student each summer, despite slim backlog at times."

## ON THE MOVE

**BHDP PROMOTES FOUR: BHDP**

**Architecture** announced promotions for four employees— two in the Cincinnati headquarters office and two in Columbus— in recognition of outstanding results as well as opportunities for continued professional growth.

In Cincinnati, **Brian Baker** was promoted to project architect, and **Cindia Wren** to project manager. In Columbus, **Samantha Delabar** was promoted to senior interior designer, and **Michael Schulte** to senior intern.

"These advancements recognize the continuing commitment to great experiences that we offer our clients," said Michael Habel, CEO of BHDP. "We're proud of the achievements of these individuals and look forward to their contributions as our firm continues to grow and develop."

**NEW BOARD AT H&A: H&A Architects**

**& Engineers** (Glen Allen, VA), has announced the elected board of directors for the 2010-2011 term.

Director of Military Programs and senior vice president **Steve Pearson** will serve as chairman. Human Resources manager and senior associate **Patti Beasley** (pictured to the left) will serve as secretary.

Director of Government Programs and senior vice president **Larry Willis** will serve as treasurer. Senior vice president and director of Federal Programs **Craig Newton** and senior vice president and director of operations **Dennis Standbridge** will serve as board members.

sley says. "If they are a match, we don't want to risk losing their talents, so we either make them an offer immediately or keep them interested until the time comes when we are able to do so." ▀

## INSURANCE

# Firm adapting to health care reform

Extra communication key to explaining coverage changes.

**H**ealth care reform is shaking the system, and HR departments are feeling the pressure to secure competitive coverage and keep employees abreast of changes.

At **Simpson Gumpertz & Heger Inc.** (Waltham, MA), a 407-person national engineering firm, Director of Human Resources Julianne Nevins added extra communication efforts to explain health care reform and its impacts—including a change of carrier—to employees with two lunch-and-learn talks during her firm’s annual open enrollment period.

In this interview she explains some of those initiatives.

**The Zweig Letter: What changes have you made to comply with the upcoming new regulations?**

**Julie Nevins:** We’ve made the changes required for 2011 effective with our health insurance renewal of Jan. 1. This includes preventative care covered at 100% (no co-pays). Our health care providers have already adopted the other largest change and impact to our employees— being able to cover dependents up to age 26— during 2010.

**TZL: Any new benefit program(s) you will be introducing as a result? Any you will be altering?**

**JN:** Our health care provider renewal rates for 2011 include increases caused by the requirements of health care reform. That, coupled with our claims experience, resulted in high renewal increases and caused us to explore new carriers. While we are making a carrier change for 2011, we are maintaining our coverage levels. The few tweaks we made include increasing the office co-pay to \$15, leaving us still below the average, and adding inpatient and outpatient co-pays that the company will reimburse in full. These changes result in a slight decrease in our overall premiums for 2011. We are continuing with our current structure of the company paying 100% of health insurance



Julianne Nevins, Director of Human Resources, Simpson Gumpertz & Heger Inc.

for employees covering just themselves and 80% for employees covering dependents. The company’s contribution to health insurance is one of the largest pieces of the fringe benefits we pay. While we will continue to be responsive to costs, this is an important component of the total compensation package we want to offer our employees.

**TZL: What is the biggest change affecting your company and employees?**

**JN:** The biggest coverage change for our employees is being able to keep dependents up to age 26.

**TZL: How have you been working with employees to make them aware of the changes and assist them?**

**JN:** We communicate thoroughly at annual open enrollment, but this year we added additional communications around health care reform, the issues impacting our renewal, and how we de-

“While we will continue to be responsive to costs, this is an important component of the total compensation package we want to offer our employees.”

cided to make a provider change. We gave two lunch-and-learn talks for employees in all offices—the first covered health care reform and our benefit plan auditing leading into renewal, and the second covered a full review of all of our group plans and a detailed review of our health care provider change. We also send updates and reminder e-mails and publish articles on our intranet.

**TZL: Anything else you would like to add?**

**JN:** I’m interested what other companies have experienced in premium increases to account for health care reform. Covering dependents until age 26 and not receiving any co-pays for preventative office visits forces insurance carriers to increase premiums to account for the lost revenue. ▲▲



THE ZWEIG MARKETING LETTER  
MARKETING EXCELLENCE AWARDS

Firm Success.  
ZweigWhite AWARDS

**ENTRIES FOR THE ZWEIG MARKETING LETTER 2011 MARKETING EXCELLENCE AWARDS ARE BEING ACCEPTED NOW!**

**The 2011 Marketing Excellence Awards will recognize the most ambitious and outstanding in-house marketing initiatives by A/E/P and environmental firms based in the U.S. and Canada.**

Firms can apply in any or all of the following nine categories:

- Website • Advertising • Direct Mail Campaign •
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- Media Relations Campaign • New Media • External Newsletter •
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**Don't wait! The deadline for entries is March 18, 2011**

For more information, submission requirements, and an entry form, please go to [www.zweigwhite.com/go/mea2011](http://www.zweigwhite.com/go/mea2011)

**It's been a long few years. Reward your firm and marketing team with the recognition it deserves — SUBMIT TODAY!**

Questions | contact Sarah Nasznic at: [snasznic@zweigwhite.com](mailto:snasznic@zweigwhite.com) or 508-318-5508

## MIS

# Give them something they can understand

Don't let management get glazy-eyed when presenting financial information.

By AMY SHERRILL  
Editor

**F**inancial data doesn't have to be complex.

CFOs in the A/E/P and environmental consulting industry share some tips on how to keep management awake while going over the finer points of the budget.

Gary Davidson, principal and CFO at **Taylor** (Newport Beach, CA), a 58-person architecture and planning firm, says upper management gets a financial snapshot each month right after billing is complete.

The snapshot covers YTD revenue, expenses, and profit as well as projected revenue and profit. It also covers work in progress, AR, cash position, and utilization, he says.

All the data is filtered from Deltek *Vision* reports into an easily digested single-page report. In addition, he usually delivers a commentary that points out trends and concerns from a financial perspective.

"I've found the key is to graphically highlight only the relevant information that needs addressing," Davidson says. "If you present too many numbers, architects get glazy-eyed, and it gets difficult to emphasize the important stuff that you really want to sink in."

**SOFTWARE-DRIVEN.** Linda Moen, president at **EFK Moen** (Saint Louis, MO), a 35-person civil engineering firm, says her firm uses Deltek *Vision* software as well, so managers have access to their project reports.

Managers also receive a performance metrics *Excel* spreadsheet each month that contains information similar to the Deltek "Key Financial Metrics" report. However, the spreadsheet shows the month-to-month history of each

metric for comparison. Also, it shows goals/ranges for each metric that the company has set in the budget and it splits out billability information by department, she says.

Managers get a contract backlog report after invoicing each month that shows the remaining balance on each existing contract, with a company total backlog for reference, Moen says. Partners review the firm's income statement and balance sheet at the end of each month also.

"At year-end we list our top 10 clients based on invoiced revenue and generate a report showing invoiced revenue from each of our market sectors," Moen says. "This information is especially useful when we fill out our professional liability renewal application."

**SHOW, THEN TELL.** Dom Bernardo, CFO at **CHA Companies** (Albany, NY), a 775-person engineering firm, takes a two-fold approach to providing financial information to management. He provides customized data to the firm's managers in a format that is easily understandable and provides direction to make that data actionable.

"For example, when we are providing collections reports to our managers, we provide them with targeted problem account data that is tailored to their exposure level within the firm," Bernardo says. "This has proven to be much more effective than simply providing a comprehensive aging report, which can be quite overwhelming given the large size of our firm."

In addition, CHA is taking steps to improve its budget monitoring process by consolidating general ledger accounts that, although required for financial reporting, make it cumbersome for man-

agers to control their budgets.

The firm is structured around market segments. As such, its financial reporting focuses on KPIs (key process indicators) that the firm provides to its market and discipline managers based on their areas of responsibility, Bernardo says. The KPIs are effectively used to monitor and predict performance so that the firm's managers can identify potential issues and proactively address them.

"We are also planning to implement intranet-based 'dashboards' that will appear on our managers' PCs in 2011," he says. "Each manager's customized desktop dashboard will allow quick and easy access to the specific information they need to manage their areas of responsibility and predict performance."



Larry Van Horn,  
Senior Vice  
President and  
CFO, GLMV  
Architecture.

Larry Van Horn, senior vice president and CFO at **GLMV Architecture** (Wichita, KS), a 135-person firm, says he provides management with monthly summarized financials.

Van Horn shares his four-step approach: focus on accounts receivable over 90 days, by client and by project manager; show them

direct hours by studio, by month and year to date; show them billings by studio, by project for month, year to date, and job to date; and go over their project budgets and performance at least once a quarter.

"Information is generally summarized and in some instances graphed," Van Horn says. "Graphing works well with architects." ▀▀

"I've found the key is to graphically highlight only the relevant information that needs addressing. If you present too many numbers, architects get glazy-eyed, and it gets difficult to emphasize the important stuff that you really want to sink in."

## TRANSACTIONS

**SAM SCHWARTZ ENGINEERING BUYS:** New York City-based transportation consulting company **Sam Schwartz Engineering, PLLC** (SSE) announced that it has acquired the **Metro Transportation Group, Inc.** (Chicago, IL), a traffic engineering, planning, design and signal systems company.

"Metro brings to SSE a rich 30-year history of working on some of the most significant projects in Illinois and the region while significantly increasing our Midwest footprint," said Rob Phillips, executive vice president and COO of SSE.

Metro has a large diverse client base that fits SSE's strategic plan to be the best transportation focused consulting firm. As part of that focus, SSE will now be able to provide additional services, such as signal coordination and timing. SEE grows to 100 people after the purchase. The firm has been a regular presence in *The Zweig Letter* Hot Firm List for the past few years.

Metro's diverse portfolio of projects include the development of a traffic management plan for Northwestern University, a metered parking survey for the City of Chicago and the transportation planning and design of Soldier Field, home of the Chicago Bears.

"I'm very excited to have Metro become part of the first-rate transportation team as SSE expands its capabilities throughout the Midwest and the U.S.," said Metro Chairman Dave Miller.

Miller and SSE president/CEO Samuel Schwartz, together bring over 70 years of transportation experience. The transition of Metro into SSE is expected to take about three months. Miller will oversee the Chicago operations as vice president and general manager.

**APEX ACQUIRED: Apex Companies, LLC** (Rockville, MD), a 300-person water resources and environmental services firm has been acquired, in partnership with management, by Tailwind Capital, a private equity firm focused on investing in growth-oriented middle market companies.

Apex's future growth and expansion will be enhanced with this partnership to support management with acquisition initiatives. Terms of the transaction were not disclosed.

Apex has a unique expertise in providing specialty environmental services, including: water resources, including stormwater and wastewater services; indoor air quality and industrial hygiene; remediation and restoration; and traditional environmental services.

"Tailwind has a proven track record of successfully investing in management-driven, growth businesses and we are pleased to have the opportunity to partner with them," said Peter Young, a founder and Apex's Chairman, in a statement. "Tailwind has made a strong commitment to support Apex's future initiatives such as further expanding our geographic footprint, investing in our business to enhance our strong market position, and growing our team to better service our clients."

Financing for the transaction was provided by Madison Capital, NewStar Financial and Churchill Financial.

**PENNONI ACQUIRES PATTON: Pennoni Associates**, an *ENR* Top 115 engineering, design and consulting firm headquartered in Philadelphia, has acquired **Patton Harris Rust & Associates (PHR+A)** a 175-person professional engineering and land surveying firm (Chantilly, VA).

Established in 1952, PHR+A has a long tradition of providing engineering services to a variety of clients throughout the Mid-Atlantic region.

PHR+A's professional staff include telecommunications and utility engineers, surveyors, planners, landscape architects, and environmental specialists. Their staff and services will complement and enhance those offered by Pennoni Associates nationally and internationally.

"Pennoni Associates is both pleased and honored to welcome PHR+A into our firm," Pennoni Founder and Chairman C.R. "Chuck" Pennoni said in a statement. "PHR+A has an excellent professional reputation of providing quality engineering services with honesty and integrity for over 60 years while providing a very welcoming place to work. We are confident that this marriage will enhance opportunities for both our clients and our staff, and enable Pennoni Associates to provide a broader range of engineering services both nationally and internationally."

The addition of PHR+A and their seven offices in Maryland and Virginia enhances Pennoni's size and geographic reach. Prior to the acquisition, Pennoni had 775 employees in eight states.

"We are excited about the increased opportunities for both our clients and our staff," said PHR+A Chairman Thomas Rust. "By leveraging the additional services and resources Pennoni offers, we will be able to increase our ability to serve the clients we have valued over the past 60 years. Our staff will have opportunities to further develop and contribute their expertise to an even wider variety of challenging projects. Our two firms share the same core values of ethics, professionalism, and client service."

## PUBLIC MARKET DATA

Company Name	Ticker	Share Pricing					Market Multiples			Performance Metrics		
		Closing Price	% of 52 Wk High	52 Wk High	52 Wk Low	Market Cap	TEV / Revenue	TEV / EBITDA	TEV / EBIT	EBITDA Margin	Return on Equity	Return on Assets
AECOM Technology Corporation	NYSE:ACM	25.76	83.3%	30.91	21.70	3,053.5	0.5x	8.1x	9.8x	6.1%	12.4%	4.6%
Ecology & Environment, Inc.	NasdaqGM:EEL	12.75	76.1%	16.75	11.35	53.3	0.3x	3.8x	4.4x	8.9%	10.5%	8.6%
EMCOR Group Inc.	NYSE:EME	26.80	89.9%	29.80	22.06	1,780.9	0.3x	4.9x	5.8x	5.2%	-7.6%	4.9%
Fluor Corporation	NYSE:FLR	57.83	99.0%	58.44	39.77	10,339.5	0.4x	8.7x	10.8x	4.5%	11.7%	6.5%
Hill International, Inc.	NYSE:HIL	5.18	74.9%	6.92	3.59	198.1	0.6x	7.8x	11.1x	7.4%	9.9%	3.7%
Jacobs Engineering Group Inc.	NYSE:JEC	38.50	76.0%	50.68	33.70	4,854.9	0.4x	7.3x	8.7x	5.5%	9.0%	6.3%
KBR, Inc.	NYSE:KBR	27.08	94.4%	28.68	17.28	4,088.1	0.3x	4.5x	5.0x	5.3%	14.0%	5.7%
Michael Baker Corporation	AMEX:BKR	32.09	76.4%	42.00	30.02	296.0	0.4x	5.1x	6.3x	7.9%	11.6%	6.3%
Shaw Group Inc.	NYSE:SHAW	32.05	79.2%	40.49	27.85	2,723.0	0.3x	5.2x	6.2x	5.1%	6.3%	3.2%
Stantec Inc.	TSX:STN	26.12	86.9%	30.06	22.20	1,193.2	1.2x	8.4x	10.9x	14.6%	16.0%	6.9%
Tetra Tech Inc.	NasdaqGS:TTEK	23.11	82.0%	28.18	18.00	1,427.3	0.9x	8.4x	10.7x	10.8%	11.0%	6.3%
TRC Companies Inc.	NYSE:TRR	2.84	79.8%	3.56	2.20	56.5	0.3x	87.3x	NM	0.4%	-30.1%	-1.0%
URS Corporation	NYSE:URS	39.54	74.3%	53.25	35.09	3,271.8	0.4x	5.4x	6.6x	6.8%	6.6%	4.2%
Versar Inc.	AMEX:VSR	3.29	69.4%	4.74	1.98	30.6	0.3x	NM	NM	-0.6%	-7.1%	-3.0%
Willdan Group, Inc.	NasdaqGM:WLDN	3.46	93.8%	3.69	1.96	25.1	0.3x	8.8x	16.5x	3.1%	-2.8%	1.6%
						Mean	0.5x	12.4x	8.7x	6.1%	4.8%	4.3%
						Median	0.4x	7.5x	8.7x	5.5%	9.9%	4.9%

Data by Capital IQ