Incentive Compensation and Bonus Benchmark Survey
2009
About the Author:

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Herb Cannon is one of the nation’s leading experts in the management of A/E firms. With over 25 years of “hands on” experience in the A/E Industry, He has held top management positions in a number of high profile firms. Prior to founding AEC Management Solutions, Inc., he held senior executive positions at Robert A.M. Stern Architects, Ehrenkrantz Eckstut & Kuhn Architects, Burns & Roe Engineering. Mr. Cannon has served these organizations in a variety of executive roles including Chief Operating Officer, Chief Financial Officer and Director of Project Management.

Throughout his 25-year career he recognized that design professionals create an extraordinary value for their clients. To a large extent the extraordinary value these design professionals create is not rewarded with a fair economic return. He founded AEC Management Solutions in 2000 with the simple goal helping A/E firms of all sizes earn and keep the money they deserve.

To achieve this goal, he conducts numerous seminars and workshops throughout North America on Strategic Planning, Mergers and Acquisitions, Incentive Compensation, Project Management, Ownership Transition, Financial Management and Firm Valuation. He helps firms to develop and implement strategic plans, incentive compensation programs and project management systems that dramatically improve profitability. He provides consulting services on valuation and ownership transition issues to facilitate a smooth transition to the next generation of owners. Through his extensive contacts in the A/E industry and professional organizations, he also assists firms in identifying potential merger and acquisition candidates.

Herb is an accomplished speaker, speaking to hundreds of A/E professionals each year at seminars and professional association events. He has been a featured speaker for the American Institute of Architects, Society for Marketing Professional Services, Society for Design Administration, NSPE Chief Financial Officer Roundtable, NSPE Principals Forum, Axium Software, Deltek Software, American Society for Heating Refrigeration and Air Conditioning Engineers, Ontario Association of Architects, Texas Council of Engineering Companies Leadership Forum and is a guest lecturer at New York University.

Herb is the publisher of AEC Managing Partner, a monthly newsletter for the design professional. He also has a long-term consulting relationship with Robert A.M. Stern Architects, a 265-person architecture firm in New York City, acting as the part-time CFO and Director of Project Management.
AEC Management Solutions, Inc. Company Profile

At AEC Management Solutions, Inc., we recognize that architects, engineers and related industry professionals create extraordinary value through their creative efforts. To a large extent, the extraordinary value these design professionals create is not rewarded with a fair economic return. Our simple goal is to help these design professionals earn and keep the money they deserve.

In order to achieve this goal we provide a variety of seminars and consulting services on:

- Strategic Planning
- Incentive Compensation
- Project Management
- Financial Management
- Cash Flow and Collections
- Ownership Transition
- Valuation Services
- Management Audits
- Marketing

Whether it is customized seminars, workshops or consulting solutions, you can be assured that only top level instructors and consultants will be provided. All of our consultants are exclusive to the A/E industry and have 15 to 25+ years of experience working with many of the country's top A/E firms. They are licensed professionals and have held top-level positions such as Chief Executive Officer, President, Chief Operating Officer, Director of Project Management, Chief Financial Officer, Director of Marketing and Director of Information Technology.

By tapping into our decades of knowledge and experience, you can jump start your company’s performance and avoid years of costly mistakes figuring it out on your own. Whether your needs are strategic or tactical, long or immediate, we look forward to helping you solve your problem – so you can start earning the money you deserve.

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Executive Summary
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Executive Summary

Incentive Compensation/Bonus plans are a long standing tradition in architecture, engineering and interior design firms. The purpose of this survey is to provide a reliable resource to assist firms in developing or modifying their own incentive compensation/bonus program. All too often A/E firms are left to develop incentive compensation/bonus plans without a reliable database of information.

Without this reliable database, they are left to rely on highly suspect anecdotal information. At AEC Management Solutions, Inc. we refer to this suspect information as cocktail party management advice. An employee from your firm (or you) meets a former co-worker at an industry event that raves for thirty seconds about their company's bonus plan. This in depth 30 second dissertation then becomes the basis for your own incentive compensation/ bonus plan.

While this example may seem a little extreme, I hope you get my point. An informal discussion with someone you happen to meet is not the basis for making good business decisions. It always pays to do your research.

Bonus or Incentive Compensation?

Unfortunately the terms Bonus and Incentive Compensation are all too often used interchangeably when they are actually quite different. The Merriam-Webster dictionary defines the terms as follows:

**Bonus**

Something in addition to what is expected or strictly due: as money or an equivalent given in addition to an employee's usual compensation.

**Incentive**

Something that incites or has a tendency to incite to determination or action.

Bonus Plan Example

In the context of these definitions it is easy to see that the terms are quite different. A bonus is an additional payment that has not necessarily been earned. Indeed a bonus payment can come as a complete surprise to the recipient and is often clouded in secrecy as to how the amount was determined. To further complicate matters, if a bonus is awarded at the same time of the year such as a Holiday or Year-End Bonus, it will often set the stage for expectations of payment as well as the amount of payment. Once the expectations are set, a bonus payment that was made with good intentions can often lead to hard feelings on the part of employees.
Often the fluctuations in payments year to year can be quite dramatic and lead to a decrease in employee morale. As an example, suppose that an employee received $2,500 holiday bonus in year 1, $2,700 in year 2, $3,000 year 3 and $1,800 in year 4. What do you think their reaction would be in year 4? What do you think their expectation was?

Of course this employee expected an increase over the $3,000 payment that was made the year before. After all he or she was conditioned to expect an ever increasing bonus payment. Despite the fact that there are no set criteria for the bonus payment, the employee is left feeling cheated. They are left to wonder what they did wrong. They worked just as hard and in their opinion created just as much value. Why are they being “punished” with an $1,800 bonus?

Of course a bonus distribution from the owner’s point of view is quite different. In years 1 through 3 in the above example, business was quite good, the company was growing and profits as a percentage of net revenues were steadily increasing. As a thank you to their employees they decided to share the wealth at year-end and distribute bonus payments. As their profits increased so did the payments to their employees.

Near the end of each year, the partners would sit down and decide how to distribute bonuses. First a set percentage of profits would be set aside for distribution to all employees. Each employee would then be evaluated on a set of criteria including, seniority, attitude, design ability, marketing efforts, level of effort and so on. After much discussion a bonus amount was decided upon for each employee. Checks were distributed the first week in December with a note of thanks and no explanation as to how the amounts were determined.

However year 4 was a different story. The economy was starting to slow down and so was their volume of work. At the end of year 4 their profits were down considerably. In fact, profits were substantially lower that they were in year 1. The outlook for year 5 was not much better and it was a real possibility that it could be much worse.

The partners considered not making any bonus distribution, but decided against it. They thought it would be better for employee morale to reduce the bonus amount by 40% from the prior year. In fact as a percentage of profits, the bonus distributions in year 4 were the highest they have ever been. They were sure the employees would understand that in a declining economy bonus payments would need to be reduced.

It is easy to see that a lack of transparency and the subjective nature of a bonus plan such as this could have a negative effect on employee morale.

**Incentive Compensation Plan Example**

As the definition of incentive indicates, the purpose of an incentive plan is to produce an intended action or outcome. In the context of an architecture, engineering or interior
design firm the intended outcome would always include producing a profit. A profit provides the income that is necessary to distribute a payment, so it is an essential element of any well conceived incentive compensation plan.

If in the preceding example, the partners had set-up an incentive compensation plan that was well documented, transparent and communicated to the employees, employee moral may not have been adversely affected.

Let us assume that the partners devised a simple incentive compensation plan where one-third of the company profits were distributed to employees on the basis of their relative salaries. If the company’s gross payroll was $1,000,000 for the year and the profits were $300,000 – an employee making $100,000 per year would be entitled to 10% of the incentive compensation pool or $10,000.

Here is the math:

$1,000,000 gross payroll divided by $100,000 salary = 10% of the profit pool

$300,000 profit divided by 3 = $100,000 profit pool

10% of the profit pool = $10,000 incentive payment for this employee

Once this plan was clearly communicated to the employees, they would be motivated to increase the company’s profits knowing that a percentage of the profits would be distributed as an incentive compensation payment. They would then have a personal financial stake in identifying out of scope services, managing projects efficiently and identifying practical ways for the company to save money.

The incentive compensation payments to employees would then be a direct reflection of their individual and combined efforts. When the incentive payments were dramatically lower in year 4 there would be an understanding of how the payments were calculated and less animosity. Every employee would then be dedicated to identifying ways to increase the company’s profits for their own benefit.

An added benefit of an objective based incentive compensation plan is that it takes subjectivity out of the equation. The employee either produced the desired results or they did not. The partners are then spared the task of making subjective judgments about their employee’s performance. When subjective judgments are made, top performers tend to be undercompensated and bottom performers tend to be overcompensated.

It is quite common to use the terms Bonus Plan and Incentive Compensation interchangeably. Some firms that have a bonus plan refer to it as an incentive compensation plan. Some firms that have an incentive compensation plan refer to it as a bonus plan. Due to the fact that firms use these terms interchangeably, they are used
interchangeably throughout this survey. A more detailed discussion of bonus versus incentive compensation follows later in the survey.

According to the survey respondents almost two thirds refer to their plan as a bonus plan.

### Firm Refers to Plan as Bonus or Incentive

![Chart showing the distribution of how firms refer to their compensation plans.]

**Elements of an Effective Incentive Compensation/Bonus Plan**

One of the key considerations in developing an incentive compensation/bonus plan is on what basis will the participants in the plan be evaluated. One of the pitfalls in developing a plan is the tendency to include more categories to evaluate employees. The motivation for more evaluation categories is a desire to reward any positive contribution to the company. While the motivation may be coming from a good place the practical effect of this strategy is to dilute the effectiveness of the plan.

The most effective incentive compensation/bonus plans are substantially objective. Examples of objective criteria are:

- Company Profits
- Project Profits
- Profit Center Profits
- Marketing Results
- Collections
- Aged Accounts Receivable
- Utilization Rate
Net Multiplier

Hours Worked

Salary

Years of Service

Ownership

Examples of subjective criteria are:

Marketing/Sales efforts

Design Ability/Contribution

Level of Effort

Team Player/Attitude

Mentorship

The core difference between objective and subjective criteria is that objective criteria can be measured. Subjective criteria requires an opinion. As previously stated, when subjective judgments are made, top performers tend to be undercompensated and bottom performers tend to be overcompensated. It is human nature not to hurt an employee’s feelings. It is easier to give bottom performers more money than they deserve than it is to tell them the truth. In order to give the bottom performers more, we need to reduce the amount given to the top performers.

Within the category of objective criteria it is useful to divide these items into 2 sub-categories. There are objective criteria that measure results and those that measure effort. Objective criteria that measures results is superior to objective criteria that measures effort. It is useful to talk about each of these criteria to gain a better understanding of what we are talking about.

**Objective Criteria that Measures Results**

**Company Profits**

Long-term sustainable company profits are the ultimate goal of any incentive compensation plan. It is the ultimate objective measure of results. It is a pre-requisite for any incentive compensation payment.

**Project Profits**

Project profits bring a level of accountability to Principals, Profit Center Managers, Project Managers and other team members. It is an objective measure of results at the
A company's profits are a sum of their project profits. Despite this fact, few firms have a project based incentive compensation/bonus plan.

**Profit Center Profits**

Profit center profits bring a level of accountability to Principals, Profit Center Managers, Project Managers and other team members. A profit center can be a branch office, a discipline or studio. It is an objective way of measuring results at the profit center level.

**Marketing Results**

As the saying goes “all business begins with a sale”. In many businesses the employees who can make the sale are among the most highly compensated employees. In the A/E industry a collaborative approach is needed to win most design commissions. Therefore it is difficult to attribute marketing results to any one individual. Because of this few firms have found an objective way of measuring marketing results.

**Collections**

Without collections there would simply be no money to make incentive compensation/bonus payments. Either directly or indirectly collections are an objective component of every plan. Either the money has been collected or it has not – so it is an easy measure of results

**Aged Accounts Receivable**

The age of accounts receivable is an indication of the effectiveness of your collection efforts. The older the average age of accounts receivable the less effective your collection efforts are. Aged accounts receivable is an objective measure of results

**Utilization Rate**

The utilization rate is also an easy and objective calculation to make. Either an employee is working on client related project work or they are not. An employee only earns money for the company when they are working on a client’s project. When an employee's time is properly recorded, utilization rate is an objective measure of results.

**Net Multiplier**

The net multiplier is an expression of how many dollars are earned for every dollar spent on direct labor. If an employee or group of employees charges $1,000 of labor to a project and the company earns $3,000 for their work, the net multiplier is 3.0. If an employee or group of employees charges $1,000 of labor to a project and the company earns $2,500 for their work, the net multiplier is 2.5.

For projects that are invoiced on an hourly basis, the net multiplier is largely beyond the control of the employee or project manager. However there is substantial opportunity
on fixed fee or percentage of completion projects to dramatically increase the net multiplier. For these project types it is an objective measure of results.

**Objective Criteria that does not Measures Results**

**Hours Worked**

Hours worked is reflection of effort and not results. In many cases employees work long hours on fixed fee projects that are unproductive in moving the project forward. Accordingly hours worked are generally not good criteria for incentive compensation plans. If the hours are productive it would however result in a higher net multiplier which is a measure of results.

**Salary**

While salary is a reflection of an employee’s perceived value to a company it is not a measure of the results they are producing over a given period of time. Therefore it is not a reliable measure of results.

**Years of Service**

Years of service are a measure of an employee’s longevity. It is not a measure of the results they are producing over a given period of time. Therefore it is not a reliable measure of results.

**Ownership**

While ownership is an objective criteria, it is not a measure of results achieved on current projects.

**A Few Words on Subjective Criteria**

The problem with subjective criteria rests in the fact that it is subjective. It requires partners, project managers and others to express an opinion on the value of an employee’s contributions. In the context of an incentive compensation plan the result of their opinion is a monetary award. These expressions of opinion can lead to hard feelings and decreased employee morale – which is the exact opposite intent of an incentive compensation plan.

That being said, the subjective criteria is not without value and is worthy of discussion.

**Marketing/ Sales Efforts**

Yes we want people to work hard and put forth their best effort. Many marketing efforts take a great deal of effort, creativity and late hours. Proposals are carefully written, the best images were used, the presentation was rehearsed to perfection and for some reason the project was awarded to another firm. We do need to find a way to
reward these efforts, but it is best handled outside of the incentive compensation/bonus plan.

**Design Ability/Contribution**

Like other subjective criteria, the value of an employee’s design ability/contribution is in the eye of the evaluator. When combined with experience it is the basis for being assigned to projects and determining base compensation. Unfortunately it is not a reliable measure of results produced during a three or twelve month evaluation period. There is simply too much subjectivity and internal politics involved when one person's design contribution is evaluated against another.

**Level of Effort**

Just because someone appears to be working hard does not mean they are accomplishing anything of great value.

**Team Player/Attitude**

It is great to have a team player with a great attitude; however it is subjective in nature and does not directly relate to a measurable increase in profits. Therefore it is not a primary consideration in the incentive compensation/bonus plan.

**Mentorship**

The willingness and ability to be a mentor is a great thing for a company. However due to the subjective nature of this activity it is best rewarded outside of the incentive compensation/bonus plan. Gift cards or additional time off are a more appropriate form of recognition.

Company profits are easily the number one element used to determine payments with almost 100% of the firms participating in this survey using this criteria. Salary, ownership and collections are a distant second at around 60%.
Participation in determining incentive compensation/bonus payments is largely limited to the highest levels of the company. In many firms participation in determining the incentive/bonus payments can be a time consuming process. This is particularly true when the criteria for determining the payment is subjective in nature. When management is required to evaluate each staff member on a set of subjective elements, the process tends to take much longer.

When objective measurable criteria is the basis for determining payments, the process is much quicker. A good rule of thumb for determining objective based payment amounts is one person – one day. That is, it should take one person no more than one day to make the necessary calculations to determine the payment amounts.
Final approval of the payment amounts is limited to Principals/Owners, CEO and Board of Directors. Principals/Owners have the highest rate of final approval at 69.9%.

Administrative staff has the highest rate of participation in an incentive compensation/bonus plan with a 97.6% rate of participation. Principals/Owners have the second highest rate of eligibility for participation with 95.1%. In many firms the incentive compensation/bonus plan is simply a convenient way to distribute profits to the owners based upon their percentage of ownership plus a few other factors.
Non-salaried employees are eligible for participation in the incentive compensation/bonus plan at 91.4% of the firms participating in this survey.

70.4% of the firms participating in this survey distribute payments in an annual basis. At AEC Management Solutions, Inc. we recommend that distributions be made on a quarterly basis. The advantage of quarterly distributions is that it provides immediate feedback to the employees on the results they have achieved.

However the worst possible system is to declare distribution amounts quarterly or annually but make distributions at a later date. All too often something negative
happens in the interim between declaring the payment and actually making the distribution. When the bonus is then cancelled or further deferred, it only leads to negative feelings. The staff then feels they have been deceived or cheated out of their bonus - which is clearly not the intention of an incentive compensation/bonus plan.

The following chart shows the total average payments made to staff by firms participating in this survey. Not surprisingly the largest payments are distributed Principals/Owners.

The following chart shows the average number of employees receiving payments in each category.
Of the firms participating in this survey, 49.3% report a decrease in the bonus payments when compared to the prior year. Despite the declining economy, 38.5% report an increase in payments over the prior year.

**Percentage Increase/Decrease Over Prior Year**

- >20% Increase: 12.0%
- 16% - 20% Increase: 3.6%
- 11% - 15% Increase: 6.0%
- 6% - 10% Increase: 13.3%
- 1% - 5% Increase: 3.6%
- 0% Increase/Decrease: 12.0%
- 1% - 5% Decrease: 4.8%
- 6% - 10% Decrease: 6.0%
- 11% - 15% Decrease: 3.6%
- 16% - 20% Decrease: 10.8%
- >20% Decrease: 24.1%
Payments to staff as a percentage of payroll is an important factor in determining the success of any incentive compensation or bonus plan. In our experience at AEC Management Solutions, Inc. the minimum payment as a percentage of payroll should be around 8%. Anything less than this percentage generally does not provide a sufficient incentive.

**Payments as Percent of Total Payroll**

- Upper Quartile: 22.4%
- Median: 9.5%
- Mean: 16.2%
- Lower Quartile: 3.2%

The following chart shows the percentage of Net Revenues that were dedicated to the Incentive Compensation/Bonus Plan.

**Percentage of Net Revenues**

- Upper Quartile: 10.6%
- Median: 5.2%
- Mean: 6.8%
- Lower Quartile: 1.8%
The following chart shows the total percentage of net profit before taxes and bonus distributions that were paid to employees. Please keep in mind that these percentages include profit distributions to the owners which would tend to skew the percentages.

**Staff Payments as Percent of Profit**

- **Upper Quartile** 60.2%
- **Lower Quartile** 23.1%
- **Median** 37.3%
- **Mean** 42.0%

The following chart shows the total percentage of net profit before taxes and bonus distributions that were paid to Principals/Owners.

**Principals/Owners Payments as Percent of Profits**

- **Upper Quartile** 24.2%
- **Lower Quartile** 10.8%
- **Median** 15.7%
- **Mean** 17.2%
The following chart shows the total percentage of net profit before taxes and bonus distributions that were paid to staff excluding Principals/Owners.

**Staff Payments Excluding Principals/Owners as Percent of Profit**

- **Median**: 20.6%
- **Mean**: 25.3%
- **Upper Quartile**: 36.6%
- **Lower Quartile**: 6.3%

The following chart shows the average dollar amount paid to each staff member including Principals/Owners.

**Payments per Staff Member**

- **Median**: $6,416
- **Mean**: $10,390
- **Upper Quartile**: $16,046
- **Lower Quartile**: $2,154
The following chart shows the average dollar amount paid to each Staff Member excluding Principals/Owners.

**Payments per Staff Member Excluding Principals/Owners**

- **Upper Quartile**: $9,790
- **Median**: $4,409
- **Mean**: $7,146
- **Lower Quartile**: $445

The following chart shows the average dollar amount paid to each Owner/Principal. Please note the wide disparity between each quartile.

**Payments per Owner/Principal**

- **Upper Quartile**: $123,835
- **Median**: $47,500
- **Mean**: $84,788
- **Lower Quartile**: $13,137
The following chart shows the average dollar amount paid to each Technical Staff member.

**Payments per Technical Staff**

- **Median**: $3,833
- **Mean**: $5,941
- **Upper Quartile**: $6,941
- **Lower Quartile**: $2,167

The following chart shows the average dollar amount paid to each Administrative Staff member.

**Payments per Administrative Staff**

- **Median**: $1,500
- **Mean**: $3,904
- **Upper Quartile**: $2,558
- **Lower Quartile**: $750
Survey Tables
### Table 1 Overview

**Percentage of Firms with Cash Incentive/ Bonus Plans**

**Overall**
- The most popular cash plan is the Annual Incentive/Bonus Plan with 57.3% of the reporting firms participating. This is closely followed by the Year-End Holiday Bonus with a 52.4% rate of participation.
- The Spot Recognition Bonus is also popular with a 19.5% rate of participation.
- The least popular cash plan is the seniority or years of service with a 3.7% rate of participation.

**Staff Size**
- As firms increase in size they are more likely to have an Annual Incentive/Bonus Plan and less likely to have a Year-End Holiday Plan.
- As firms increase in size they are generally more likely to have a Spot Recognition Bonus.

**Firm Type**
- Architecture/Interior Design firms have the highest rate of participation in the Annual Incentive/Bonus Plan with 87.5% participation.
- With the exception of Architecture and Landscape Architecture, Annual Incentive/Bonus Plans are favored over Year-End Holiday plans.
- Project based bonuses are the least popular with only the Architecture firms and Engineering firms offering Project Based payments.

**Headquarters Region**
- Firms in the Southeast have the highest rate of participation in the Year-End Holiday Plan with 78.6% participation. This is followed by firms in the Pacific region with a 72.7% participation in an Annual Incentive/Bonus Plan.
- It is interesting to note that 37.5% of firms in the Mountain Region utilize a Project Based plan.

**Offices Region**
- Firms in the Southwest have the highest rate of participation in the Annual Incentive/Bonus Plan with 83.3%. This is followed by firms in the Southeast with 80.0% participation in the Year-End Holiday Plan.

**Active Projects Region**
- Within each category of plan (Annual Incentive, Project Based...) the spread of participation in plans is much less than in other categories. For example in the Annual Incentive Bonus Category the Southeast has the lowest rate of participation at 51.4% and Pacific has the highest rate of participation at 75.0% resulting in a 23.6% spread. This compares to the Headquarters Region where Pacific has 72.7% participation and Southeast has a 28.6% participation for a spread of 44.1%.

**Other Plans Not Categorized**
- Recruiting Bonus, Referral Bonus, Passing Professional Exam, Signing
### Table 1
#### Percentage of Firms with Cash Incentive/ Bonus Plans

<table>
<thead>
<tr>
<th></th>
<th>Annual Incentive</th>
<th>Project Based</th>
<th>Year-End Holiday</th>
<th>Spot Recognition</th>
<th>Seniority</th>
<th>Other</th>
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<tbody>
<tr>
<td><strong>Overall</strong></td>
<td>57.3%</td>
<td>7.3%</td>
<td>52.4%</td>
<td>19.5%</td>
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<td>1-15</td>
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<td>62.5</td>
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Table 2 Overview
Percentage of Firms with Non-Cash Bonus/Incentive Plans

Overall
- The most popular non-cash plan is Gift Cards with 24.4%.
- 60.3% of the surveyed firms do not have Non-Cash Bonus/Incentive Plans

Staff Size
- As firms increase in size they are generally more likely to offer Non-Cash Bonus/Incentive Plan
- As firms increase in size they are more likely to offer in some form of Non-Cash Bonus/Incentive Plan

Firm Type
- Architecture/Engineering firms have the highest rate of participation in the Gift Card Plan with 57.1% participation
- With the exception of Interior Design and Landscape Architecture, Gift Cards are the most popular Non-Cash Bonus/Incentive Plans

Headquarters Region
- Firms in the Midwest have the highest rate of participation in the Gift Card Plan with 35.7% participation. This is followed by firms in the Northeast with 29.2% participation.
- It is interesting to note that 95% of firms in the Southwest Region do not participate in any of the listed Non-Cash Bonus Plans

Offices Region
- Firms in the Southwest have the highest rate of participation in a Gift Card Plan. This compares to 0.0% of firms headquartered in the Southwest that participate in a Gift Card Plan

Active Projects Region
- Within each category of plan (Annual Incentive, Project Based...) the spread of participation in plans is much less than in other categories. For example in the Gift Card Category the Southeast has the lowest rate of participation at 24.4% and Midwest has the highest rate of participation at 37.0% resulting in a 12.6% spread. This compares to the Headquarters Region where Midwest has 35.7% participation and Southwest has a 0.0% participation for a spread of 35.7%

Other Plans Not Categorized
- Use of Beach House, Memberships, Parking Privileges
# Table 2
## Percentage of Firms with Non-Cash Bonus/Incentive Plans

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Table 3 Overview
Eligibility for Plan Participation

**Overall**
- Administrative (97.6%) and Principals/Owners (95.1%) are most likely to be eligible for participation in the Incentive/Bonus Plan. This is followed by Non-Titled Technical Staff with 92.7%

**Staff Size**
- As firms increase in size there is a higher percentage of eligibility for the Incentive/Bonus Plan across all categories

**Firm Type**
- Architecture/Engineering firms have the highest percentage of eligibility for plan participation in the Incentive/Bonus Plan across all categories

**Headquarters Region**
- In the Sr. Associate/Associate category firms in the Southwest are more likely to participate in the Incentive/Bonus Plan with 80.0%
- It appears that region is not a major factor in eligibility.

**Offices Region**
- It appears that region is not a major factor in eligibility

**Active Projects Region**
- It appears that region is not a major factor in eligibility
Table 3-A Continued
Eligibility for Plan Participation

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### Table 3
Eligibility for Plan Participation

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Table 4 Overview
Participates in Determining Payments

Overall
- Principals/Owners are most likely to participate in determining the payment amounts in the Incentive/Bonus Plan with 84.3% participation
- Profit Center Managers are least likely to participate in determining the payment amounts in the Incentive/Bonus Plan with 10.8% participation

Staff Size
- As firms increase in size there is a wider participation in determining the payment amounts in the Incentive/Bonus Plan
- In smaller firms participation in determining Incentive/Bonus Plan payments is limited to the CEO, Principals/Owners

Firm Type
- In Environmental and Landscape firms participation in determining the Incentive/Bonus payments in limited to the Principals/Owners
- Architecture/Engineering firms have the highest average level of participation

Headquarters Region
- Firms in the Southwest, Southeast and Midwest are more likely to have Board of Directors participation in determining Incentive/Bonus payments
- Firm in the Southwest, Southeast and Midwest also have the highest average level of participation

Offices Region
- Firms in the Southwest are more likely to have Board of Directors participation in determining Incentive/Bonus Payments with 41.7% participation. This is followed by firms in the Midwest with 22.7% participation.

Active Projects Region
- Within each category (Board of Directors, CEO...) the spread of participation is much less than in other categories. For example in the Board of Directors Category the Southeast has the lowest rate of participation at 10.8% and Southwest has the highest rate of participation at 22.7% resulting in an 11.9% spread. This compares to the Offices Region where Southwest has 41.7% participation and Northeast has a 7.4% participation for a spread of 34.3%
### Table 4

**Participates in Determining Payments**

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### Table 5 Overview

#### Final Approval of Payment Amount

**Overall**
- Principals/Owners are most likely to have final approval of the individual payment amounts in the Incentive/Bonus Plan with 69.9% participation
- Board of Directors are least likely to have final approval of the individual payment amounts in the Incentive/Bonus Plan with 12.0% participation
- Among all the firms responding to this survey, no Profit Center Managers or Project Managers had final approval of the individual payment amounts

**Staff Size**
- As firms increase in size there is a wider participation in the final approval of individual payment amounts in the Incentive/Bonus Plan
- In smaller firms final approval of individual Incentive/Bonus Plan payments is limited to the CEO, Principals/Owners

**Firm Type**
- In Landscape final approval of individual payment amounts in the Incentive/Bonus Plan is limited to the Principals/Owners
- Architecture/Engineering firms have the highest average level of participation

**Headquarters Region**
- Firms in the Northeast have the highest level of Principal/Owner participation in the final approval of individual payment amounts with 75.0%
- Firms in the Northeast have the lowest level of Board of Directors participation in the final approval of individual payment amounts with 8.3%

**Offices Region**
- Principals/Owners participation in the final approval of individual payments is about 66% among all regions

**Active Projects Region**
- Within each category (Board of Directors, CEO...) the spread of participation is much less than in other categories. For example in the Principals/Owners Category the Southeast has the highest rate of participation at 69.9% and Pacific has the lowest rate of participation at 52.0% resulting in a 17.9% spread. This compares to the Headquarters Region where Northeast has 75.0% participation and Pacific has a 14.7% participation for a spread of 60.3%
### Table 5
**Final Approval of Payment Amount**

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Table 6-A Overview
Criteria Considered to Determine Payments

**Overall**
- Company Profits are almost universally a criteria for determining payments

**Staff Size**
- In firms over 150 employees there is a greater number of criteria considered in determining payments
- In smaller firms company profits are the primary criteria for determining payments.
- It is interesting to note that utilization rate is not a criteria for determining payments for staff size 41-80 and 81-150

**Firm Type**
- In Landscape firms company profits are the sole criteria in for determining payment amounts
- Architecture/Engineering firms have the highest average level of criteria across all categories

**Headquarters Region**
- Firms in the Midwest have the highest average level of criteria for determining payments across most categories
- Firms in the Mountain Region have the highest percentage of project profits as criteria for determining payments at 62.5%

**Office Region**
- Firms in the Mountain Region have the highest percentage of project profits as criteria for determining payments at 62.5%

**Active Projects Region**
- Within each category the spread of participation is much less than in other categories. For example in the Utilization Rate Category the Southwest has the highest rate of participation at 22.7% and Pacific has the lowest rate of participation at 8.0% resulting in a 14.7% spread. This compares to the Offices Region where Southwest has 33.3% participation and Mountain has a 0.0% participation for a spread of 33.3%
### Table 6-A
Criteria Considered to Determine Payments

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Table 6-B Overview
Criteria Considered to Determine Payments

Overall
- Collections are the number one criteria used to determine payments at 60.2%
- Aged A/R is the number 2 criteria used to determine payments at 27.7%

Staff Size
- In firms over 150 employees there is a greater number of criteria considered in determining payments
- In firms of staff size 41-80 Collections are the number one criteria used to determine payments at 76.5%

Firm Type
- In Environmental firms Collections are the number one criteria used in determining payments at 100%. This is followed by Interior Design firms at 71.4%
- Overhead Rate and Net Multiplier are not used as criteria for determining payments at most firms

Headquarters Region
- Firms in the Midwest have the highest percentage of Collections as criteria for determining payments at 80.0%. This is followed by firms in the Northeast at 79.2%

Office Region
- Firms in the Northeast have the highest percentage of Collections as criteria for determining payments at 74.1%

Active Projects Region
- Within each category the spread of participation is much less than in other categories. For example in the Collections Category the Northeast Region has the highest rate of participation at 64.9% and Pacific has the lowest rate of participation at 59.1% resulting in a 5.8% spread. This compares to the Headquarters Region where the Northeast has 79.2% participation and Southwest has a 20.0% participation for a spread of 59.2%
## Table 6-B
Criteria Considered to Determine Payments

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Table 6-C Overview
Criteria Considered to Determine Payments

**Overall**
- Design Ability/Contribution is the number one criteria used to determine payments at 36.1%
- Marketing/Sales Results is the number 2 criteria used to determine payments at 27.7%

**Staff Size**
- In firms over 150 employees there is a greater number of criteria considered in determining payments
- In firms of staff size 41-80 Design Ability/Contribution is the number one criteria used to determine payments at 52.9%

**Firm Type**
- In Architecture/Engineering firms Marketing/Sales Results are the number one criteria used in determining payments at 75.0%
- Marketing/Sales Results and Efforts are not a criteria for determining payments at Landscape Architecture firms

**Headquarters Region**
- Firms in the Midwest have the highest percentage of Marketing/Sales Results as criteria for determining payments at 66.7%
- Firms in the Southwest have the highest percentage of Design Ability/Contribution as criteria at 60.0%

**Office Region**
- Firms in the Southwest have the highest percentage of Design Ability/Contribution as criteria for determining payments at 58.3%

**Active Projects Region**
- Within and across each category the spread of participation is much less than in other categories.
### Table 6-C
Criteria Considered to Determine Payments

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Table 6-D Overview
Criteria Considered to Determine Payments

Overall
- Ownership is the number one criteria used to determine payments at 61.4%
- Salary is the number 2 criteria used to determine payments at 60.2%

Staff Size
- In firms staff size 81-150 Ownership is the number one criteria for determining payments at 90.0%
- In firms staff size 81-150 Salary and Years of Service at 16.7% are the least likely criteria for determining payments

Firm Type
- Interior Design firms are most likely to use Salary as criteria in determining payments at 100.0%.
- Team Player/Attitude are not criteria for determining payments at Environmental and Landscape Architecture firms

Headquarters Region
- Firms in the Southwest have the highest percentage of Salary as criteria for determining payments at 81.1%.
- Firms in the Midwest have the highest percentage of Ownership as criteria at 73.3%

Office Region
- Firms in the Midwest have the highest percentage of Ownership as criteria for determining payments at 72.7%
- Firms in the Pacific have the highest percentage of Years of Service as a criteria at 83.3%

Active Projects Region
- Within and across each category the spread of participation is much less than in other categories.
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Criteria Considered to Determine Payments

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Table 7 Overview
Frequency of Incentive/ Bonus Distributions

Overall
- 70.4% of firms distribute their payments on an Annual Basis
- 29.6% of firms distribute their payments on a Quarterly Basis
- Two firms in this survey distribute their payments on a Semi-Annual Basis. Due to the small number of firms using this frequency of payment, they were excluded from this table

Staff Size
- As firms increase in size they are more increasingly likely to distribute Incentive/Bonus payments on a Quarterly Basis.
- 93.8% of firms Staff Size 1-15 distribute Incentive/Bonus payments on an annual basis

Firm Type
- 100% of Landscape Architecture firms in this survey distribute Incentive/Bonus payments on an Annual Basis, followed by Engineering firms at 79.2%
- 71.4% of Architecture/Interior Design firms distribute payments on a quarterly basis

Headquarters Region
- Firms in the Southeast have the highest frequency of Annual Incentive/Bonus distributions with 92.9%
- Firms in the Midwest and Mountain regions have the highest frequency of Quarterly Incentive/Bonus distributions 42.9%

Offices Region
- Firms in the Southeast have the highest frequency of Annual Incentive/Bonus distributions with 93.3%
- Firms in the Midwest and Mountain regions have the highest frequency of Quarterly Incentive/Bonus distributions with 42.9%

Active Projects Region
- Firms in the Southeast and Mountain regions have the highest frequency of Annual Incentive/Bonus distributions with 70.4%
- Firms in the Midwest region have the highest frequency of Quarterly Incentive/Bonus distributions with 48.1%
### Table 7
Frequency of Incentive/Bonus Distribution

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Table 8 Overview
Number of Years Incentive/ Bonus Plan has been in Place

Overall
- The Mean number of years the plan has been in place is 8.9
- The Median number of years the plan has been in place is 7.0

Staff Size
- There is no discernable pattern between the number of years the plan has been in place and the staff size

Firm Type
- Architecture/Interior Design firms have the highest Median Number of Years at 9.0
- Architecture/Interior Design firms have the highest Upper Quartile Number of Years at 19.0

Headquarters Region
- Southwest firms have the highest Median Number of Years at 8.0
- Southeast firms have the highest Upper Quartile Number of Years at 15.8

Offices Region
- Southwest firms have the highest Median Number of Years at 8.5
- Southeast firms have the highest Upper Quartile Number of Years at 15.8

Active Projects Region
- Mountain firms have the highest Median Number of Years at 8.0
- Mountain firms have the highest Upper Quartile Number of Years at 17.0
### Table 8
**Incentive/ Bonus Payments**
**Number of Years Plan has been in Place**

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Table 9 Overview
Incentive/Bonus Payments as Percentage of Total Payroll

Overall
- The Mean percentage of total payroll distributed as an Incentive/Bonus is 16.2%
- The Median percentage of total payroll distributed as an Incentive/Bonus is 9.5%

Staff Size
- As firms increase in size Incentive/Bonus payments as a percentage of payroll also increases
- Firms of over 150 employees have the highest Median Incentive/Bonus payment as a percentage of payroll at 22.0%
- Firms of over 150 employees have the highest Upper Quartile Incentive/Bonus payment as a percentage of payroll at 29.5%

Firm Type
- Interior Design firms have the highest Median Incentive/Bonus payment as a percentage of payroll at 25.9%
- Architecture/Interior Design firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of payroll at 45.3%

Headquarters Region
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of payroll at 13.9%
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of payroll at 30.6%

Offices Region
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of payroll at 13.6%
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of payroll at 29.2%

Active Projects Region
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of payroll at 14.8%
- The Upper Quartile is very close among all categories. Midwest, Mountain and Pacific are at 30.8%, Southwest at 30.7%, Southeast at 26.3% and Northeast at 25.8%
### Table 9
#### Incentive/ Bonus Payments
#### Percentage of Total Payroll

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### Table 10 Overview

**Incentive/Bonus Payments as Percentage of Net Revenue**

**Overall**
- The Mean percentage of net revenues distributed as an Incentive/Bonus is 6.8%
- The Median percentage of net revenues distributed as an Incentive/Bonus is 5.2%

**Staff Size**
- As firms increase in size Incentive/Bonus payments as a percentage of net revenues also increases
- Firms of over 150 employees have the highest Median Incentive/Bonus payment as a percentage of net revenue at 11.2%
- Firms of over 150 employees have the highest Upper Quartile Incentive/Bonus payment as a percentage of net revenue at 13.9%

**Firm Type**
- Environmental firms have the highest Median Incentive/Bonus payment as a percentage of net revenue at 13.7%
- Architecture/Interior Design firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of net revenue at 17.0%

**Headquarters Region**
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of net revenue at 7.6%
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of net revenue at 13.4%

**Offices Region**
- Pacific firms have the highest Median Incentive/Bonus payment as a percentage of net revenue at 5.9%
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of net revenue at 12.7%

**Active Projects Region**
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of net revenue at 7.8%
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of net revenue at 14.5%
### Table 10

**Incentive/ Bonus Payments**  
**Percentage of Net Revenues**

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Table 11 Overview
Incentive/Bonus Distributions as Percentage of Net Profit

Overall
- The Mean percentage of profits distributed as an Incentive/Bonus is 42.0%
- The Median percentage of profits distributed as an Incentive/Bonus is 37.3%

Staff Size
- As firms increase in size Incentive/Bonus payments as a percentage of profits also increases
- Firms of over 150 employees have the highest Median Incentive/Bonus payment as a percentage of profit at 53.8%
- Firms of 16 - 40 employees have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 68.0%

Firm Type
- Environmental firms have the highest Median Incentive/Bonus payment as a percentage of profit at 51.7%
- Environmental firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 67.0%

Headquarters Region
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 53.4%
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 80.2%

Offices Region
- Pacific firms have the highest Median Incentive/Bonus payment as a percentage of profit at 37.3%
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 67.5%

Active Projects Region
- Southwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 34.2%
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 48.9%
## Table 11
### Total Staff Incentive/ Bonus Payments
#### Percentage of Net Profit

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Table 12 Overview
Principals/Owners Incentive/Bonus Distributions as Percentage of Net Profit

Overall
- The Mean percentage of profits distributed as an Incentive/Bonus is 17.2%
- The Median percentage of profits distributed as an Incentive/Bonus is 15.7%

Staff Size
- Mid-Sized firms distribute a smaller percentage of net profits in Incentive/Bonus payments
- Firms of 16 - 40 employees have the highest Median Incentive/Bonus payment as a percentage of profit at 21.2%
- Firms of 16 - 40 employees have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 31.0%

Firm Type
- Landscape Architecture firms have the highest Median Incentive/Bonus payment as a percentage of profit at 19.2%
- Environmental firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 25.4%

Headquarters Region
- Pacific firms have the highest Median Incentive/Bonus payment as a percentage of profit at 20.3%
- Mountain firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 48.0%

Offices Region
- Southwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 25.0%
- Southwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 33.7%

Active Projects Region
- Southwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 22.8%
- Southwest firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 27.6%
### Table 12

**Principals/ Owners Incentive/ Bonus Payments**  
**Percentage of Net Profit**

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### Table 13 Overview

#### Staff Incentive/ Bonus Payments as Percentage of Net Profit

**Overall**
- The Mean percentage of profits distributed as an Incentive/Bonus is 25.3%
- The Median percentage of profits distributed as an Incentive/Bonus is 20.6%

**Staff Size**
- As firms increase in size Incentive/Bonus payments as a percentage of profits also increases
- Firms Over 150 employees have the highest Median Incentive/Bonus payment as a percentage of profit at 35.0%
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 46.8%

**Firm Type**
- Environmental firms have the highest Median Incentive/Bonus payment as a percentage of profit at 33.2%
- Environmental firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 41.5%

**Headquarters Region**
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 31.1%
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 50.6%

**Offices Region**
- Midwest firms have the highest Median Incentive/Bonus payment as a percentage of profit at 26.8%
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 38.6%

**Active Projects Region**
- Pacific firms have the highest Median Incentive/Bonus payment as a percentage of profit at 49.7%
- Northeast firms have the highest Upper Quartile Incentive/Bonus payment as a percentage of profit at 66.2%
Table 13
Staff Incentive/ Bonus Payments
Percentage of Net Profit

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### Table 14 Overview
#### Staff Incentive/Bonus Payments per Staff Member

**Overall**
- The Mean distribution of profits per staff member as an Incentive/Bonus is $10,390
- The Median distribution of profits per staff member as an Incentive/Bonus is $6,416

**Staff Size**
- As firms increase in size, Incentive/Bonus distribution of profits per staff member also increases
- Firms Over 150 employees have the highest Median Incentive/Bonus payment per staff member at $16,651
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment per staff member at $22,821

**Firm Type**
- Interior Design firms have the highest Median Incentive/Bonus payment per staff member at $19,748
- Architecture/Interior Design firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $26,610

**Headquarters Region**
- Midwest firms have the highest Median Incentive/Bonus payment per staff member at $9,547
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $17,927

**Offices Region**
- Pacific firms have the highest Median Incentive/Bonus payment per staff member at $8,333
- Southeast firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $20,018

**Active Projects Region**
- Mountain firms have the highest Median Incentive/Bonus payment per staff member at $9,243
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $23,516
### Table 14
Incentive/ Bonus Payments
Payments per Staff Member

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Table 15 Overview
Incentive/ Bonus Payments per Staff Member
Excluding Owners/ Principals

Overall
- The Mean distribution of profits per staff member as an Incentive/Bonus is $7,416
- The Median distribution of profits per staff member as an Incentive/Bonus is $4,409

Staff Size
- As firms increase in size Incentive/Bonus distribution of profits per staff member also increases
- Firms Over 150 employees have the highest Median Incentive/Bonus payment per staff member at $11,458
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment per staff member at $17,370

Firm Type
- Interior Design firms have the highest Median Incentive/Bonus payment per staff member at $12,910
- Interior Design firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $15,713

Headquarters Region
- Midwest firms have the highest Median Incentive/Bonus payment per staff member at $7,292
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $12,564

Office Region
- Northeast firms have the highest Median Incentive/Bonus payment per staff member at $4,532
- Southeast firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $15,035

Active Projects Region
- Pacific firms have the highest Median Incentive/Bonus payment per staff member at $7,190
- Southeast firms have the highest Upper Quartile Incentive/Bonus payment per staff member at $12,821
### Table 15
Incentive/Bonus Payments per Staff Excluding Owners/Principals

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### Table 16 Overview
Incentive/ Bonus Payments per Owner/ Principal

#### Overall
- The Mean distribution of profits per Owner/Principal as an Incentive/Bonus is $84,788
- The Median distribution of profits per Owner/Principal as an Incentive/Bonus is $47,500

#### Staff Size
- As firms increase in size the Incentive/Bonus distribution of profits per Owner/Principal generally increases
- Staff Size 81 - 150 employees have the highest Median Incentive/Bonus payment per Owner/Principal at $122,500
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment per Owner/Principal at $214,368

#### Firm Type
- Environmental firms have the highest Median Incentive/Bonus payment per Owner/Principal at $122,500
- Interior Design firms have the highest Upper Quartile Incentive/Bonus payment per Owner/Principal at $214,368

#### Headquarters Region
- Midwest firms have the highest Median Incentive/Bonus payment per Owner/Principal at $119,750
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment per Owner/Principal at $178,500

#### Offices Region
- Midwest firms have the highest Median Incentive/Bonus payment per Owner/Principal at $81,125
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment per Owner/Principal at $148,565

#### Active Projects Region
- Midwest firms have the highest Median Incentive/Bonus payment per Owner/Principal at $100,000
- Midwest firms have the highest Upper Quartile Incentive/Bonus payment per Owner/Principal at $150,000
### Table 16
**Incentive/Bonus Payments**

**Payments per Owner/Principal**

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<th>Upper Quartile</th>
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Table 17 Overview
Incentive/ Bonus Payments per Technical Staff

**Overall**
- The Mean distribution of profits per Technical Staff as an Incentive/Bonus is $5,491
- The Median distribution of profits per Technical Staff as an Incentive/Bonus is $3,833

**Staff Size**
- As firms increase in size the Incentive/Bonus distribution of profits per Technical Staff generally increases
- Staff Size Over 150 employees has the highest Median Incentive/Bonus payment per Technical Staff at $7,283
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment per Technical Staff at $9,316

**Firm Type**
- Interior Design firms have the highest Median Incentive/Bonus payment per Technical Staff at $7,982
- Interior Design firms have the highest Upper Quartile Incentive/Bonus payment per Technical Staff at $11,538

**Headquarters Region**
- Midwest firms have the highest Median Incentive/Bonus payment per Technical Staff at $4,913
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment per Technical Staff at $11,822

**Offices Region**
- Southeast firms have the highest Median Incentive/Bonus payment per Technical Staff at $4,381
- Pacific firms have the highest Upper Quartile Incentive/Bonus payment per Technical Staff at $8,869

**Active Projects Region**
- Pacific firms have the highest Median Incentive/Bonus payment per Technical Staff at $5,574
- Mountain firms have the highest Upper Quartile Incentive/Bonus payment per Technical Staff at $9,394
### Table 17
Incentive/Bonus Payments
Payments per Technical Staff

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### Table 18 Overview

**Incentive/ Bonus Payments per Administrative Staff**

#### Overall
- The Mean distribution of profits per Administrative Staff as an Incentive/Bonus is $3,904
- The Median distribution of profits per Administrative Staff as an Incentive/Bonus is $1,500

#### Staff Size
- As firms increase in size the Incentive/Bonus distribution of profits per Administrative Staff generally increases
- Staff Size 81 - 150 employees has the highest Median Incentive/Bonus payment per Administrative Staff at $2,310
- Firms Over 150 employees have the highest Upper Quartile Incentive/Bonus payment per Administrative Staff at $10,423

#### Firm Type
- Interior Design firms have the highest Median Incentive/Bonus payment per Administrative Staff at $3,000
- Architecture/Interior Design firms have the highest Upper Quartile Incentive/Bonus payment per Administrative Staff at $8,171

#### Headquarters Region
- Mountain firms have the highest Median Incentive/Bonus payment per Administrative Staff at $2,577
- Mountain firms have the highest Upper Quartile Incentive/Bonus payment per Administrative Staff at $4,588

#### Offices Region
- Mountain firms have the highest Median Incentive/Bonus payment per Administrative Staff at $2,577
- Mountain firms have the highest Upper Quartile Incentive/Bonus payment per Administrative Staff at $3,583

#### Active Projects Region
- Southwest firms have the highest Median Incentive/Bonus payment per Administrative Staff at $2,118
- Mountain firms have the highest Upper Quartile Incentive/Bonus payment per Administrative Staff at $6,600
Table 18
Incentive/ Bonus Payments
Payments per Administrative Staff

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<td>1,393</td>
<td>2,500</td>
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Selected Firm Profiles
Firm Profile # 1 Architecture

Primary practice area: Architecture

Employees:
- Technical: 14
- Administrative: 5

Owners, Partners or Stockholders: 2

Technical Staff Mix:
- Principals: 2
- Associates and Senior Associates: 3
- Profit Center/Branch Office Managers: 3
- Project Managers: 8

Administrative Staff Mix:
- Accounting: 2
- Administrative Assistants: 3

Total Staff: 19

State headquarters: Missouri
States with offices: Missouri
States with active projects: Missouri

Percentage of Net Revenue from Private Sector Clients: 97%
Percentage of Net Revenue from Public Sector Clients: 3%
Percentage of Public Sector Net Revenue by Source:
  - Federal: 100%

Annual Net Revenue: $1,352,000

Type of cash payment incentive and bonus plans: Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan:
  - Year End or Holiday Bonus: $50,000

Number of employees receiving payments:
  - Year End or Holiday Bonus: 10

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is:
  - Objective: 50%
  - Subjective: 50%
Firm Profile # 1 Architecture

Criteria is used to determine payments
- Company Profits
- Hours worked
- Project Profits
- Design ability/contribution
- Aged Accounts Receivable
- Level of effort
- Collections
- Perceived as a team player/attitude
- Marketing/Sales Results
- Ownership

Participates in determining the payments: Principals/Owners
Final approval in determining the payments: Principals/Owners

Eligibility
- Principals/Owners
- Assoc. and Senior Assoc.
- project managers
- Non-Titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment: Yes

Frequency of payments: Annual

Total payment in each category
- Principals/Owners: $25,000
- Associates and Senior Associates: $15,000
- Non-titled Technical Staff: $5,500
- Administrative Staff: $4,500

Number Receiving Payment in Each Category
- Principals/Owners: 2
- Associates and Senior Associates: 3
- Non-titled Technical Staff: 2
- Administrative Staff: 3

Highest payment to an individual in each category
- Principals/Owners: $21,000
- Associates and Senior Associates: $7,950
- Non-titled Technical Staff: $3,000
- Administrative Staff: $3,000

Years the plan has been in place: 13

Percentage of increase/ decrease over the prior year: >20% Increase
Firm Profile # 2 Architecture

Primary practice area: Architecture

Employees:
- Technical: 5
- Administrative: 1

Owners, Partners or Stockholders: 2

Technical Staff Mix:
- Principals: 1
- Project Managers: 1
- Non-Titled Technical Staff: 2

Administrative Staff Mix:
- Other: 1

Total Staff: 6

State headquarters: Colorado
States with offices: Colorado
States with active projects: Colorado

Percentage of Net Revenue from Private Sector Clients: 100%
Annual Net Revenue: $1,500,000
Type of cash payment incentive and bonus plans:
- Project based bonus
- Year end or holiday bonus

Amount paid in the last fiscal year under each plan:
- Project based bonus: $10,000
- Year end or holiday bonus: $2,000

Number of employees receiving payments:
- Project based bonus: 1
- Year end or holiday bonus: 6

Non-cash payment incentive and bonus plans: Add'l paid time off

Dollar cost under each plan:
- Additional paid time off: $15,000

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is:
- Objective: 65%
- Subjective: 35%
## Firm Profile # 2 Architecture

**Criteria is used to determine payments**
- Company profits
- Design ability/contribution
- Project profits
- Level of effort
- Hours worked
- Perceived as a team player/attitude
- Years of service

**Participates in determining the payments**
- Principals/owners

**Final approval in determining the payments?**
- Principals/Owners

### Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

### Non-salaried employees eligible for payment
- Yes

### Frequency of payments
- Quarterly

### Total payment in each category
- **Project Managers** $10,000
- **Non-titled Technical Staff** $1,500
- **Administrative Staff** $500

### Highest payment to an individual in each category
- **Project Managers** $10,000
- **Non-titled Technical Staff** $500
- **Administrative Staff** $250

### Years the plan has been in place
- 2

### Percentage of increase/ decrease over the prior year
- 6%-10% Increase
Firm Profile # 3 Architecture

Primary practice area Architecture

Employees
Technical 16
Administrative 3

Owners, Partners or Stockholders 2

Technical Staff Mix
Principals 2
Associates and Senior Associates 3
Project Managers 1
Non-Titled Technical Staff 10

Administrative Staff Mix
Accounting 1
Administrative Assistants 1
Marketing/Public Relations (dedicated staff) 1

Total Staff 19

State headquarters Colorado
States with offices Colorado
States with active projects Arizona Montana
Colorado North Dakota Louisiana South Dakota

Percentage of Net Revenue from Private Sector Clients 25%
Percentage of Net Revenue from Public Sector Clients 75%

Percentage of Public Sector Net Revenue by Source
Municipal 10%
State 10%
Federal 80%

Annual Net Revenue $2,256,300
Gross Payroll before Incentive/ Bonus Payments $943,700
Profit before Incentive/ Bonus Payments and Taxes $70,500

Type of cash payment incentive and bonus plans
Project based bonus
Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Project Based bonus $3,000
Year End or Holiday Bonus $63,000

Number of employees receiving payments
Project Based bonus 19
Year end or holiday bonus 19

Non-cash payment incentive and bonus plans None
Firm refers to plan as: Bonus plan
Firm Profile # 3 Architecture

Percentage of the distribution criteria that is
Objective 75%
Subjective 25%

Criteria is used to determine payments
Company profits Perceived as a team player/attitude
Hours worked Salary
Level of effort Years of Service

Participates in determining the payments Profit Center Managers
Final approval in determining the payments? Principals/Owners

Eligibility
Principals/Owners
Associates and Senior Associates
Profit Center/Branch Office Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes
Frequency of payments Annual

Total payment in each category
Principals/Owners $26,000
Associates and Senior Associates $15,620
Project Managers $3,050
Non-titled Technical Staff $10,600
Administrative Staff $7,730

Number Receiving Payment in Each Category
Principals/Owners 2
Associates and Senior Associates 3
Project Managers 2
Non-titled Technical Staff 8
Administrative Staff 3

Highest payment to an individual in each category
Principals/Owners $13,000
Associates and Senior Associates $6,270
Profit Center/Branch Office Managers $0
Project Managers $5,920
Non-titled Technical Staff $2,200
Administrative Staff $4,200

Years the plan has been in place 7
Percentage of increase/ decrease over the prior year 16%-20% Decrease
### Firm Profile # 4 Architecture

**Primary practice area**: Architecture

**Employees**
- Technical: 18
- Administrative: 3

**Owners, Partners or Stockholders**: 1

**Technical Staff Mix**
- Principals: 2

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**: 21

**State headquarters**: Texas

**States with offices**: Texas

**States with active projects**: Louisiana, Texas

**Percentage of Net Revenue from Private Sector Clients**: 70%

**Percentage of Net Revenue from Public Sector Clients**: 30%

**Percentage of Public Sector Net Revenue by Source**
- Municipal: 100%

**Annual Net Revenue**: $1,896,000

**Gross Payroll before Incentive/ Bonus Payments**: $1,043,000

**Profit before Incentive/ Bonus Payments and Taxes**: $307,000

**Type of cash payment incentive and bonus plans**: Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $200,550

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 21

**Firm refers to plan as**: Bonus

**Percentage of the distribution criteria that is**
- Objective: 25%
- Subjective: 75%
Firm Profile # 4 Architecture

Criteria is used to determine payments
Company Profits
Design ability/contribution Salary
Level of effort Years of Service
Perceived as a team player/Ownership

Participates in determining the pay Principals/Owners
Final approval in determining the pay Principals/Owners

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment Yes
Frequency of payments Quarterly

Total payment in each category
- Principals/Owners $97,000
- Associates and Senior Associates $19,000
- Profit Center/Branch Office Managers $23,450
- Project Managers $37,700
- Non-titled Technical Staff $13,650
- Administrative Staff

Number Receiving Payment in Each Category
- Principals/Owners 2
- Associates and Senior Associates 3
- Project Managers 4
- Non-titled Technical Staff 9
- Administrative Staff 3

Highest payment to an individual in each category
- Principals/Owners $35,000
- Associates and Senior Associates $5,000
- Project Managers $5,000
- Non-titled Technical Staff $4,000
- Administrative Staff $4,000

Years the plan has been in place 10
Percentage of increase/ decrease over the prior year 11%-15% Decrease
Firm Profile # 5 Architecture

Primary practice area
Architecture

Employees
Technical 16
Administrative 3

Owners, Partners or Stockholders
2

Technical Staff Mix
Principals 2
Associates and Senior Associates 3
Project Managers 1
Non-Titled Technical Staff 10

Administrative Staff Mix
Accounting 1
Administrative Assistants 1
Marketing/Public Relations (dedicated staff) 1

Total Staff 19

State headquarters Colorado

States with offices Colorado

States with active projects
Arizona Montana
Colorado North Dakota
Louisiana South Dakota

Percentage of Net Revenue from Private Sector Clients 25%
Percentage of Net Revenue from Public Sector Clients 75%

Percentage of Public Sector Net Revenue by Source
Municipal 10%
State 10%
Federal 80%

Annual Net Revenue $2,256,306
Gross Payroll before Incentive/ Bonus Payments $943,696
Profit before Incentive/ Bonus Payments and Taxes $70,500

Type of cash payment incentive and bonus plans
Project based bonus
Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Project based bonus $3,000
Year End or Holiday Bonus $63,000

Number of employees receiving payments
Project based bonus 19
Year End or Holiday Bonus 19

Firm refers to plan as: Bonus Plan
Firm Profile # 5 Architecture

Percentage of the distribution criteria that is
Objective 75%
Subjective 25%

Criteria is used to determine payments
Company Profits Perceived as a team player/attitude
Hours worked Salary
Level of effort Years of Service

Participates in determining the payments Principals/Owners
Final approval in determining the payments? Principals/Owners

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Profit Center Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners $26,000
Associates and Senior Associates $15,620
Project Managers $3,050
Non-titled Technical Staff $10,600
Administrative Staff $7,730

Number Receiving Payment in Each Category
Principals/Owners 2
Associates and Senior Associates 3
Project Managers 2
Non-titled Technical Staff 8
Administrative Staff 3

Highest payment to an individual in each category
Principals/Owners $13,000
Associates and Senior Associates $6,270
Project Managers $5,920
Non-titled Technical Staff $2,200
Administrative Staff $4,200

Years the plan has been in place 7

Percentage of increase/ decrease over the prior year 16%-20% Decrease
**Firm Profile # 6 Architecture**

**Primary practice area**
Architecture

**Employees**
- Technical: 6
- Administrative: 2

**Owners, Partners or Stockholders**
- 2

**Technical Staff Mix**
- Principals: 2
- Associates and Senior Associates: 5
- Non-Titled Technical Staff: 2

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1

**Total Staff**
- 8

**State headquarters**
- Connecticut

**States with offices**
- Connecticut

**States with active projects**
- Connecticut
- New York

**Percentage of Net Revenue from Private Sector Clients**
- 100%

**Annual Net Revenue**
- $1,253,000

**Gross Payroll before Incentive/ Bonus Payments**
- $587,000

**Profit before Incentive/ Bonus Payments and Taxes**
- $120,100

**Type of cash payment incentive and bonus plans**
- Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- **Annual Incentive/Bonus plan**: $100,000

**Number of employees receiving payments**
- **Annual Incentive/Bonus plan**: 8

**Non-cash payment incentive and bonus plans**
- None

**Firm refers to plan as:**
- Bonus plan

**Percentage of the distribution criteria that is**
- Objective: 20%
- Subjective: 80%
Firm Profile # 6 Architecture

Criteria is used to determine payments
Company Profits
Level of Effort
Salary
Years of Service

Participates in determining the payments
Final approval in determining the payments
Eligibility

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $65,000
Associates and Senior Associates $35,000

Number Receiving Payment in Each Category
Principals/Owners 1
Associates and Senior Associates 5

Highest payment to an individual in each category
Principals/Owners $65,000
Associates and Senior Associates $11,000

Years the plan has been in place
4

Percentage of increase/ decrease over the prior year
6%-10% Decrease
## Firm Profile # 7 Architecture

**Primary practice area**  
Architecture

**Employees**  
Technical  
6  
Administrative  
1

**Owners, Partners or Stockholders**  
1

**Technical Staff Mix**  
Principal  
1  
Associates and Senior Associates  
1  
Project Managers  
2  
Non-Titled Technical Staff  
1

**Administrative Staff Mix**  
Administrative Assistants  
1

**Total Staff**  
7

**State headquarters**  
Alabama

**States with offices**  
Alabama

**States with active projects**  
Alabama

**Percentage of Net Revenue from Private Sector Clients**  
20%

**Percentage of Net Revenue from Public Sector Clients**  
80%

**Percentage of Public Sector Net Revenue by Source**  
Municipal  
85%  
State  
15%

**Annual Net Revenue**  
$467,000

**Gross Payroll before Incentive/ Bonus Payments**  
$199,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$268,000

**Type of cash payment incentive and bonus plans**  
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**  
Year End or Holiday Bonus  
$6,500

**Number of employees receiving payments**  
5

**Non-cash payment incentive and bonus plans**  
None

**Firm refers to plan as:**  
Bonus Plan

**Percentage of the distribution criteria that is**  
Objective  
0%  
Subjective  
100%
Firm Profile # 7 Architecture

Criteria is used to determine payments
Company Profits Perceived as a team player/attitude
Design ability/contribution Salary
Level of effort

Participates in determining the payments Principals/owners
Final approval in determining the payments? Principals/Owners

Eligibility
Assoc. and Senior Assoc.
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment No

Frequency of payments Annual

Total payment in each category
Principals/Owners
Associates and Senior Associates $1,200
Project Managers $4,000
Non-titled Technical Staff $500
Administrative Staff $800

Number Receiving Payment in Each Category
Principals/Owners 0
Associates and Senior Associates 1
Project Managers 2
Non-titled Technical Staff 1
Administrative Staff 1

Highest payment to an individual in each category
Principals/Owners
Associates and Senior Associates $1,200
Project Managers $2,200
Non-titled Technical Staff $500
Administrative Staff $800

Years the plan has been in place 30
Percentage of increase/ decrease over the prior year 6%-10% Increase
**Firm Profile # 8 Architecture**

**Primary practice area**
Architecture

**Employees**
- Technical: 5
- Administrative: 1

**Owners, Partners or Stockholders**
1

**Technical Staff Mix**
- Principals: 1
- Project Managers: 4

**Administrative Staff Mix**
- Accounting: 1

**Total Staff**
6

**State headquarters**
Colorado

**States with offices**
Colorado

**States with active projects**
Colorado

**Percentage of Net Revenue from Private Sector Clients**
90%

**Percentage of Net Revenue from Public Sector Clients**
10%

**Percentage of Public Sector Net Revenue by Source**
- State: 100%

**Annual Net Revenue**
$495,000

**Gross Payroll before Incentive/ Bonus Payments**
$349,000

**Profit before Incentive/ Bonus Payments and Taxes**
$56,000

**Type of cash payment incentive and bonus plans**
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**
- Year End or Holiday Bonus: $2,400

**Number of employees receiving payments**
- Year End or Holiday Bonus: 8

**Non-cash payment incentive and bonus plans**
Use of Vacation House

**Dollar cost under each plan**
- Use of Vacation House: N/A

**Firm refers to plan as:**
Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 0%
- Subjective: 100%
Firm Profile # 8 Architecture

Criteria used to determine payments
Company Profits  Perceived as a team player/attitude
Project Profits  Salary
Hours worked  Years of Service
Design ability/contribution
Level of effort

Participates in determining the payments  Principals/owners

Final approval in determining the payments?  Principals/owners

Eligibility
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment  Yes

Frequency of payments  Annual

Total payment in each category
Project Managers  $1,900
Administrative Staff  $500

Number Receiving Payment in Each Category
Project Managers  4
Administrative Staff  1

Highest payment to an individual in each category
Project Managers  $500
Administrative Staff  $500

Years the plan has been in place  13

Percentage of increase/decrease over the prior year  >20% Decrease
## Firm Profile # 9 Architecture

**Primary practice area**
Architecture

**Employees**
- Technical: 123
- Administrative: 24

**Owners, Partners or Stockholders**
- 3

**Technical Staff Mix**
- Principals: 3
- Associates and Senior Associates: 3
- Project Managers: 15
- Non-Titled Technical Staff: 102

**Administrative Staff Mix**
- Accounting: 4
- Administrative Assistants: 8
- Facilities: 1
- Marketing/Public Relations (dedicated staff): 4
- Print Room: 1
- Other: 6

**Total Staff**: 147

**State headquarters**
- Indiana

**States with offices**
- Indiana

**States with active projects**
- Illinois
- Indiana
- Iowa
- Kentucky
- Michigan
- Minnesota

**Percentage of Net Revenue from Private Sector Clients**: 100%

**Annual Net Revenue**: $18,746,799

**Gross Payroll before Incentive/ Bonus Payments**: $10,136,679

**Profit before Incentive/ Bonus Payments and Taxes**: $3,374,424

**Type of cash payment incentive and bonus plans**
- Annual Incentive/Bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $1,500,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 133

**Non-cash payment incentive and bonus plans**
- Gift Cards

**Dollar cost under each plan**
- Gift Cards: $5,000

**Firm refers to plan as:**
- Incentive Plan
Firm Profile # 9 Architecture

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%

Criteria is used to determine payments
Company Profits  Marketing/Sales Efforts
Profit Center Profits  Salary
Project Profits  Ownership
Marketing/Sales Results

Participates in determining the payments  Principals/Owners
Final approval in determining the payments?  Principals/Owners

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment  Yes

Frequency of payments  Quarterly

Total payment in each category
- Principals/Owners  $1,050,000
- Associates and Senior Associates  $105,000
- Project Managers  $300,000
- Administrative Staff  $45,000

Number receiving payment in each category
- Principals/Owners  3
- Associates and Senior Associates  3
- Project Managers  15
- Non-titled Technical Staff  102
- Administrative Staff  10

Highest payment to an individual in each category
- Principals/Owners  $350,000
- Associates and Senior Associates  $105,000
- Project Managers  $300,000
- Administrative Staff  $45,000

Years the plan has been in place  16

Percentage of increase/ decrease over the prior year  6% - 10% Increase
**Firm Profile # 10 Architecture**

**Primary practice area**
Architecture

**Employees**
- Technical: 42
- Administrative: 11

**Owners, Partners or Stockholders**
- 3

**Technical Staff Mix**
- Principals: 3
- Associates and Senior Associates: 3
- Project Managers: 4
- Non-Titled Technical Staff: 29

**Administrative Staff Mix**
- Accounting: 2
- Administrative Assistants: 4
- Print Room: 1

**Total Staff**: 53

**State headquarters**: Nevada
**States with offices**: Nevada
**States with active projects**: Nevada

**Percentage of Net Revenue from Private Sector Clients**: 40%
**Percentage of Net Revenue from Public Sector Clients**: 60%

**Percentage of Public Sector Net Revenue by Source**
- State: 100%

**Annual Net Revenue**: $7,778,400
**Gross Payroll before Incentive/ Bonus Payments**: $2,509,161
**Profit before Incentive/ Bonus Payments and Taxes**: $2,489,088

**Type of cash payment incentive and bonus plans**: Annual Incentive

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $871,181

**Number of employees receiving payments**: 53

**Firm refers to plan as**: Incentive Plan

**Percentage of the distribution criteria that is**
- Objective: 95%
- Subjective: 5%
Firm Profile # 10 Architecture

Criteria is used to determine payments
Company Profits
Project Profits
Collections

Participates in determining the payments
Final approval in determining the payments?
CEO
CEO

Eligibility
Principal Owners
Project Managers
Non-titled technical Staff
Administrative Staff

Non-salaried employees eligible for payment
No

Frequency of payments
Quarterly

Total payment in each category
Principals/Owners $500,000
Associates and Senior Associates $100,000
Project Managers $100,000
Non-titled Technical Staff $138,181
Administrative Staff $33,000

Number Receiving Payment in Each Category
Principals/Owners $250,000
Associates and Senior Associates $40,000
Project Managers $37,500
Non-titled Technical Staff $7,500
Administrative Staff $6,800

Highest payment to an individual in each category
Principals/Owners $250,000
Associates and Senior Associates $40,000
Project Managers $37,500
Non-Titled Technical Staff $7,500
Administrative Staff $6,800

Years the plan has been in place 8

Percentage of increase/ decrease over the prior year 11%-15% Decrease
Firm Profile # 11 Architecture

**Primary practice area**  
Architecture

**Employees**  
Technical: 84  
Administrative: 18

**Owners, Partners or Stockholders**  
3

**Technical Staff Mix**  
- Principals: 3  
- Associates and Senior Associates: 5  
- Project Managers: 6  
- Non-Titled Technical Staff: 67

**Administrative Staff Mix**  
- Accounting: 3  
- Other: 2

**Total Staff**  
102

**State headquarters**  
Illinois

**States with offices**  
Illinois

**States with active projects**  
Illinois  
Michigan  
Ohio

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$12,894,000

**Gross Payroll before Incentive/ Bonus Payments**  
$6,630,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$2,965,620

**Type of cash payment incentive and bonus plans**  
Annual incentive

**Amount paid in the last fiscal year under each plan**  
Annual Incentive/Bonus plan: $1,631,100

**Number of employees receiving payments**  
Annual Incentive/Bonus plan: 102

**Firm refers to plan as:**  
Incentive Plan

**Percentage of the distribution criteria that is**  
Objective: 70%  
Subjective: 30%
Firm Profile # 11 Architecture

Criteria is used to determine payments
Company Profits
Collections

Participates in determining the payments
Principals/Owners
Profit Center Managers

Final approval in determining the payments?
Principals/Owners
Project Managers
Non-Titles Technical Staff
Administrative Staff

Eligibility

Non-salaried employees eligible for payment
Yes

Frequency of payments
Quarterly

Total payment in each category
Principals/Owners $980,000
Associates and Senior Associates $200,000
Project Managers $200,000
Non-titled Technical Staff $157,100
Administrative Staff $94,000

Number Receiving Payment in Each Category
Principals/Owners 3
Associates and Senior Associates 5
Project Managers 6
Non-titled Technical Staff 67
Administrative Staff 18

Highest payment to an individual in each category
Principals/Owners $400,000
Associates and Senior Associates $60,000
Project Managers $45,000
Non-Titled Technical Staff $5,000
Administrative Staff $30,000

Years the plan has been in place
7

Percentage of increase/ decrease over the prior year
6%-10% Decrease
Firm Profile # 12 Architecture

**Primary practice area**

Architecture

**Employees**

<table>
<thead>
<tr>
<th>Technical</th>
<th>Administrative</th>
</tr>
</thead>
<tbody>
<tr>
<td>38</td>
<td>7</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

1

**Technical Staff Mix**

<table>
<thead>
<tr>
<th>Principals</th>
<th>Associates and Senior Associates</th>
<th>Project Managers</th>
<th>Non-Titled Technical Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2</td>
<td>4</td>
<td>30</td>
</tr>
</tbody>
</table>

**Administrative Staff Mix**

<table>
<thead>
<tr>
<th>Accounting</th>
<th>Administrative Assistants</th>
<th>Marketing/Public Relations (dedicated staff)</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>4</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Staff**

45

**State headquarters**

Illinois

**States with offices**

Illinois

**States with active projects**

<table>
<thead>
<tr>
<th>Illinois</th>
<th>Minnesota</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indiana</td>
<td>Missouri</td>
</tr>
<tr>
<td>Iowa</td>
<td>Ohio</td>
</tr>
<tr>
<td>Kentucky</td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of Net Revenue from Private Sector Clients**

100%

**Annual Net Revenue**

$5,966,000

**Gross Payroll before Incentive/ Bonus Payments**

$3,150,000

**Profit before Incentive/ Bonus Payments and Taxes**

$715,920

**Type of cash payment incentive and bonus plans**

Annual Incentive

**Amount paid in the last fiscal year under each plan**

Annual Incentive/Bonus Plan

$429,600

**Number of employees receiving payments**

<table>
<thead>
<tr>
<th>Annual Incentive/Bonus plan</th>
<th>Project Based Bonus</th>
<th>Special Recognition or spot bonus</th>
<th>Seniority (Years of Service) Bonus</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>15</td>
<td>3</td>
<td>6</td>
</tr>
</tbody>
</table>
**Firm Profile # 12 Architecture**

**Firm refers to plan as:** Bonus Plan

**Percentage of the distribution criteria that is**

| Objective | 75% |
| Subjective | 25% |

**Criteria is used to determine payments**

- Company Profits
- Project Profits
- Collections

**Participates in determining the payments**

- Principals/Owners

**Final approval in determining the payments?**

- Principals/Owners

**Eligibility**

- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**

- Yes

**Frequency of payments**

- Annual

**Total payment in each category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$200,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$100,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>100,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$22,100</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$7,500</td>
</tr>
</tbody>
</table>

**Number Receiving Payment in Each Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>2</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>30</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>8</td>
</tr>
</tbody>
</table>

**Highest payment to an individual in each category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$200,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$50,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$25,000</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>$1,500</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$1,500</td>
</tr>
</tbody>
</table>

**Years the plan has been in place**

- 3

**Percentage of increase/ decrease over the prior year**

- 1%-5% Increase
## Firm Profile # 13 Architecture

### Primary practice area
Architecture

### Employees

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>38</td>
</tr>
<tr>
<td>Administrative</td>
<td>9</td>
</tr>
</tbody>
</table>

### Owners, Partners or Stockholders
1

### Technical Staff Mix

<table>
<thead>
<tr>
<th>Role</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>3</td>
</tr>
<tr>
<td>Project Managers</td>
<td>6</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>27</td>
</tr>
</tbody>
</table>

### Administrative Staff Mix

<table>
<thead>
<tr>
<th>Role</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>4</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>2</td>
</tr>
<tr>
<td>Print Room</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>

### Total Staff
47

### State headquarters
Oregon

### States with offices
Oregon

### States with active projects
California
Oregon
Washington

### Percentage of Net Revenue from Private Sector Clients
100%

### Annual Net Revenue
$6,308,000

### Gross Payroll before Incentive/ Bonus Payments
$2,971,434

### Profit before Incentive/ Bonus Payments and Taxes
$1,829,320

### Type of cash payment incentive and bonus plans
Annual Incentive

### Amount paid in the last fiscal year under each plan

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$1,189,000</td>
</tr>
</tbody>
</table>

### Number of employees receiving payments
57

### Non-cash payment incentive and bonus plans
None

### Firm refers to plan as:
Bonus Plan

### Percentage of the distribution criteria that is

<table>
<thead>
<tr>
<th>Type of Criteria</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>75%</td>
</tr>
<tr>
<td>Subjective</td>
<td>25%</td>
</tr>
</tbody>
</table>
Firm Profile # 13 Architecture

**Criteria is used to determine payments**
Company Profits
Collections

**Participates in determining the payments**
Principals/Owners

**Final approval in determining the payments?**
Principals/Owners

**Eligibility**
- Principals/Owners
- Associates and Senior Associates
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
Yes

**Frequency of payments**

**Total payment in each category**
- Principals/Owners: $745,000
- Associates and Senior Associates: $105,000
- Project Managers: $105,000
- Non-titled Technical Staff: $205,000
- Administrative Staff: $30,000

**Number Receiving Payment in Each Category**
- Principals/Owners: 1
- Associates and Senior Associates: 3
- Project Managers: 6
- Non-titled Technical Staff: 27
- Administrative Staff: 20

**Highest payment to an individual in each category**
- Principals/Owners: $745,000
- Associates and Senior Associates: $65,000
- Project Managers: $25,000
- Non-titled Technical Staff: 10,000
- Administrative Staff: $4,000

**Years the plan has been in place**
6

**Percentage of increase/ decrease over the prior year**
>20% Increase
## Firm Profile # 14 Architecture

**Primary practice area**: Architecture

**Employees**
- Technical: 15
- Administrative: 3

**Owners, Partners or Stockholders**: 1

**Technical Staff Mix**
- Principals: 1
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-Titled Technical Staff: 9

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**: 18

**State headquarters**: Oregon

**States with offices**: Oregon

**States with active projects**
- California
- Idaho
- Montana
- Oregon
- Washington

**Percentage of Net Revenue from Private Sector Clients**: 80%

**Percentage of Net Revenue from Public Sector Clients**: 20%

**Percentage of Public Sector Net Revenue by Source**
- State: 100%

**Annual Net Revenue**: $2,058,000

**Gross Payroll before Incentive/ Bonus Payments**: $1,047,600

**Profit before Incentive/ Bonus Payments and Taxes**: $47,200

**Type of cash payment incentive and bonus plans**: Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**
- Year End of Holiday Bonus: $25,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 16

**Non-cash payment incentive and bonus plans**: None

**Firm refers to plan as**: Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 100%
- Subjective: 0%
Firm Profile # 14 Architecture

Criteria is used to determine payments
Company Profits
Collections
Level of Effort
Perceived as a team player/attitude
Salary
Years of Service

Participates in determining the payments
Final approval in determining the payments?

Eligibility
Principals/Owners
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment

Frequency of payments
Annual

Total payment in each category
Associates and Senior Associates $10,000
Project Managers $6,000
Non-titled Technical Staff $7,500
Administrative Staff $1,500

Number Receiving Payment in Each Category
Associates and Senior Associates 2
Project Managers 2
Non-titled Technical Staff 9
Administrative Staff 3

Highest payment to an individual in each category
Principals/Owners
Associates and Senior Associates $5,000
Project Managers $3,000
Non-titled Technical Staff $1,000
Administrative Staff $500

Years the plan has been in place 4
Percentage of increase/ decrease over the prior year 0% Increase
**Firm Profile # 15 Architecture**

**Primary practice area**

<table>
<thead>
<tr>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
</tr>
<tr>
<td>Administrative</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Owners, Partners or Stockholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Technical Staff Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
</tr>
<tr>
<td>Project Managers</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Staff Mix</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
</tr>
<tr>
<td>Administrative Assistants</td>
</tr>
</tbody>
</table>

**Total Staff**

32

<table>
<thead>
<tr>
<th>State headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>States with offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>States with active projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona</td>
</tr>
<tr>
<td>Colorado</td>
</tr>
<tr>
<td>Arkansas</td>
</tr>
<tr>
<td>Texas</td>
</tr>
</tbody>
</table>

**Percentage of Net Revenue from Private Sector Clients**

100%

**Annual Net Revenue**

$3,805,900

**Gross Payroll before Incentive/ Bonus Payments**

$2,345,000

**Profit before Incentive/ Bonus Payments and Taxes**

$141,000

<table>
<thead>
<tr>
<th>Type of cash payment incentive and bonus plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentive/Bonus Plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount paid in the last fiscal year under each plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of employees receiving payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>30</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-cash payment incentive and bonus plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
</tr>
</tbody>
</table>

**Firm refers to plan as:**

Incentive Plan

<table>
<thead>
<tr>
<th>Percentage of the distribution criteria that is</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
</tr>
<tr>
<td>Subjective</td>
</tr>
</tbody>
</table>
**Firm Profile # 15 Architecture**

**Criteria is used to determine payments**
- Company Profits
- Collections
- Utilization Rate
- Hours Worked
- Overhead Rate
- Salary
- Net Multiplier
- Ownership

**Participates in determining the payments?** Principals/Owners

**Final approval in determining the payments?** Principals/Owners

**Eligibility**
- Principals/Owners
- Assoc. and Senior Assoc.
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment** No

**Frequency of payments** Annual

**Total payment in each category**
- Principals/Owners $30,000
- Associates and Senior Associates $10,000
- Project Managers $9,500
- Non-titled Technical Staff $20,000
- Administrative Staff $500

**Number Receiving Payment in Each Category**
- Principals/Owners 3
- Associates and Senior Associates 2
- Project Managers 3
- Non-titled Technical Staff 18
- Administrative Staff 4

**Highest payment to an individual in each category**
- Principals/Owners $10,000
- Associates and Senior Associates $5,000
- Project Managers $6,000
- Non-titled Technical Staff $1,400
- Administrative Staff $500

**Years the plan has been in place** 4

**Percentage of increase/ decrease over the prior year** >20% Decrease
**Firm Profile # 16 Architecture**

**Primary practice area**  
Architecture

**Employees**
- Technical: 37
- Administrative: 7

**Owners, Partners or Stockholders**  
3

**Technical Staff Mix**
- Principals: 3
- Associates and Senior Associates: 2
- Project Managers: 4
- Non-Titled Technical Staff: 28

**Administrative Staff Mix**
- Accounting: 2
- Administrative Assistants: 2
- Facilities: 1
- Marketing/Public Relations (dedicated staff): 2

**Total Staff**  
44

**State headquarters**  
South Carolina

**States with offices**  
South Carolina

**States with active projects**  
Florida  
Georgia  
South Carolina

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$5,335,400

**Gross Payroll before Incentive/ Bonus Payments**  
$2,605,328

**Profit before Incentive/ Bonus Payments and Taxes**  
$762,900

**Type of cash payment incentive and bonus plans**  
Year-End or Holiday Bonus  
Seniority Bonus

**Amount paid in the last fiscal year under each plan**
- Year-End or Holiday Bonus: $450,000
- Seniority (Years of Service) Bonus: $5,000

**Number of employees receiving payments**
- Year-End or Holiday Bonus: 44
- Seniority (Years of Service) Bonus: 1

**Non-cash payment incentive and bonus plans**  
None

**Objective**  
0%

**Subjective**  
100%
**Firm Profile # 16 Architecture**

**Criteria is used to determine payments**
- Company Profits
- Marketing/Sales Efforts
- Design ability/contribution
- Level of Effort
- Years of Service
- Ownership

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Assoc. and Sr. Assoc.
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- **Principals/Owners**: $335,000
- **Associates and Senior Associates**: $20,000
- **Project Managers**: $27,000
- **Non-titled Technical Staff**: $60,000
- **Administrative Staff**: $8,000

**Number Receiving Payment in Each Category**
- **Principals/Owners**: 3
- **Associates and Senior Associates**: 2
- **Project Managers**: 4
- **Non-titled Technical Staff**: 28
- **Administrative Staff**: 7

**Highest payment to an individual in each category**
- **Principals/Owners**: $125,000
- **Associates and Senior Associates**: $10,000
- **Project Managers**: $11,000
- **Non-titled Technical Staff**: $4,500
- **Administrative Staff**: $1,500

**Years the plan has been in place**
- 18

**Percentage of increase/ decrease over the prior year**
- 6%-10% Decrease
Firm Profile # 17 Architecture

Primary practice area
Architecture

Employees
Technical 26
Administrative 6

Owners, Partners or Stockholders
3

Technical Staff Mix
Principals 3
Associates and Senior Associates 2
Project Managers 5
Non-Titled Technical Staff 22

Administrative Staff Mix
Accounting 2
Administrative Assistants 2
Marketing/Public Relations (dedicated staff) 2

Total Staff
32

State headquarters
Colorado

States with offices
Colorado
Washington

States with active projects
Arizona
Colorado
Washington

Percentage of Net Revenue from Private Sector Clients 100%

Annual Net Revenue $4,474,600

Gross Payroll before Incentive/ Bonus Payments $2,316,800

Profit before Incentive/ Bonus Payments and Taxes $804,000

Type of cash payment incentive and bonus plans Incentive/bonus plan

Amount paid in the last fiscal year under each plan
Annual Incentive/Bonus plan $300,000

Number of employees receiving payments
Annual Incentive/Bonus plan 32

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 80%
Subjective 20%
Firm Profile # 17 Architecture

Criteria is used to determine payments
Company Profits Collections
Profit Center Profits Marketing/Sales Results
Project Profits Level of Effort
Net Multiplier Ownership

Participates in determining the payments
Principals/Owners
Profit Center Managers

Final approval in determining the payments?
Board of Directors

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $208,500
Associates and Senior Associates $22,000
Project Managers $20,000
Non-titled Technical Staff $37,000
Administrative Staff $12,500

Number Receiving Payment in Each Category
Principals/Owners 3
Associates and Senior Associates 2
Project Managers 5
Non-titled Technical Staff 22
Administrative Staff 6

Highest payment to an individual in each category
Principals/Owners $85,000
Associates and Senior Associates $11,000
Project Managers $6,500
Non-titled Technical Staff $2,000
Administrative Staff $4,500

Years the plan has been in place
2

Percentage of increase/ decrease over the prior year 6%-10% Decrease
Firm Profile # 18 Architecture

**Primary practice area**
Architecture

**Employees**
- Technical: 14
- Administrative: 3

**Owners, Partners or Stockholders**
- 1

**Technical Staff Mix**
- Principals: 1
- Associates and Senior Associates: 1
- Project Managers: 3
- Non-Titled Technical Staff: 9

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**: 17

**State headquarters**: California

**States with offices**: California

**States with active projects**: California

**Percentage of Net Revenue from Private Sector Clients**: 100%

**Annual Net Revenue**: $2,415,000

**Gross Payroll before Incentive/ Bonus Payments**: $1,130,500

**Profit before Incentive/ Bonus Payments and Taxes**: $417,000

**Type of cash payment incentive and bonus plans**: Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $125,000

**Number of employees receiving payments**: 17

**Non-cash payment incentive and bonus plans**: Additional paid time off

**Dollar cost under each plan**
- Additional Paid time off: $5,500

**Firm refers to plan as**: Bonus plan

**Percentage of the distribution criteria that is**
- Objective: 50%
- Subjective: 50%
Firm Profile # 18 Architecture

Criteria is used to determine payments
- Company Profits
- Level of effort
- Collections
- Years of Service
- Marketing/Sales Efforts
- Ownership
- Hours worked

Participates in determining the payments
- Principals/owners

Final approval in determining the payments?
- Principals/owners

Eligibility
- Principals/owners
- Assoc. and Senior Assoc.
- Project managers
- Non-Titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment
- Yes

Frequency of payments
- Annual

Total payment in each category
- Principals/Owners: $80,000
- Associates and Senior Associates: $10,000
- Project Managers: $16,000
- Non-titled Technical Staff: $17,000
- Administrative Staff: $2,000

Number Receiving Payment in Each Category
- Principals/Owners: 1
- Associates and Senior Associates: 1
- Project Managers: 3
- Non-titled Technical Staff: 9
- Administrative Staff: 3

Highest payment to an individual in each category
- Principals/Owners: $80,000
- Associates and Senior Associates: $10,000
- Project Managers: $8,000
- Non-titled Technical Staff: $2,500
- Administrative Staff: $1,000

Years the plan has been in place
- 7

Percentage of increase/decrease over the prior year
- 0% Increase/Decrease
## Firm Profile # 19 Architecture

**Primary practice area**  
Architecture

**Employees**  
Technical: 41  
Administrative: 12

**Owners, Partners or Stockholders**  
3

**Technical Staff Mix**  
- Principals: 5  
- Associates and Senior Associates: 4  
- Project Managers: 8  
- Non-Titled Technical Staff: 24

**Administrative Staff Mix**  
- Accounting: 2  
- Administrative Assistants: 7  
- Facilities: 1  
- Marketing/Public Relations (dedicated staff): 2

**Total Staff**: 53

**State headquarters**: Kansas  
**States with offices**: Kansas  
**States with active projects**: Kansas

**Percentage of Net Revenue from Private Sector Clients**: 98%  
**Percentage of Net Revenue from Public Sector Clients**: 2%

**Percentage of Public Sector Net Revenue by Source**  
State: 100%

**Annual Net Revenue**: $5,666,200  
**Gross Payroll before Incentive/ Bonus Payments**: $2,782,500  
**Profit before Incentive/ Bonus Payments and Taxes**: $697,000

**Type of cash payment incentive and bonus plans**  
Year-end or Holiday Bonus

**Amount paid in the last fiscal year under each plan**  
Year End or Holiday Bonus: $160,500

**Number of employees receiving payments**  
Year End or Holiday Bonus: 53

**Non-cash payment incentive and bonus plans**  
Travel benefits

**Dollar cost under each plan**  
Travel Benefits: $5,000

**Firm refers to plan as**: Incentive Plan
**Firm Profile # 19 Architecture**

**Percentage of the distribution criteria that is**
- Objective 50%
- Subjective 50%

**Criteria is used to determine payments**
- Company Profits: Hours Worked
- Project Profits: Design ability/contribution
- Aged Accounts Receivable: Level of effort
- Collections: Perceived as a team player/attitude
- Marketing/Sales Results: Salary
- Marketing/Sales Efforts: Years of Service

**Participates in determining the payments**
- CEO
- Principals/Owners

**Final approval in determining the payments?**
- CEO

**Eligibility**
- Principals/Owners
- Assoc. and Senior Assoc.
- Project Managers
- Non-titled technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- Principals/Owners: $75,000
- Associates and Senior Associates: $15,000
- Project Managers: $25,000
- Non-titled Technical Staff: $38,000
- Administrative Staff: $7,500

**Number Receiving Payment in Each Category**
- Principals/Owners: 5
- Associates and Senior Associates: 4
- Project Managers: 8
- Non-titled Technical Staff: 24
- Administrative Staff: 12

**Highest payment to an individual in each category**
- Principals/Owners: $25,000
- Project Managers: $5,000
- Non-titled Technical Staff: $2,800
- Administrative Staff: $1,000

**Years the plan has been in place**
- 6

**Percentage of increase/decrease over the prior year**
- 11%-15% Decrease
Firm Profile # 20 Architecture

Primary practice area Architecture

Employees
Technical 12
Administrative 2

Owners, Partners or Stockholders 1

Technical Staff Mix
Principals 1
Associates and Senior Associates 1
Project Managers 1
Non-Titled Technical Staff 9

Administrative Staff Mix
Accounting
Administrative Assistants 1
Marketing/Public Relations (dedicated staff) 1

Total Staff 14

State headquarters Maine
States with offices Maine
States with active projects Maine

Percentage of Net Revenue from Private Sector Clients 100%

Annual Net Revenue $2,197,000

Gross Payroll before Incentive/ Bonus Payments $940,000

Profit before Incentive/ Bonus Payments and Taxes $308,000

Type of cash payment incentive and bonus plans Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Year End or Holiday Bonus $30,000

Number of employees receiving payments
Year End or Holiday Bonus 14

Non-cash payment incentive and bonus plans None

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 0%
Subjective 100%
Firm Profile # 20 Architecture

Criteria is used to determine payments
Company Profits Salary
Collections Years of Service
Level of Effort Ownership

Participates in determining the payments
Final approval in determining the payments
Eligibility

Non-salaried employees eligible for payment
Frequency of payments

Total payment in each category
Principals/Owners $5,000
Associates and Senior Associates $4,000
Project Managers $3,000
Non-titled Technical Staff $17,000
Administrative Staff $1,000

Number Receiving Payment in Each Category

Highest payment to an individual in each category

Years the plan has been in place
Percentage of increase/ decrease over the prior year

16%-20% Decrease
Firm Profile # 21 Architecture

Primary practice area
Architecture

Employees
Technical 28
Administrative 5

Owners, Partners or Stockholders
2

Technical Staff Mix
Principals 2
Associates and Senior Associates 2
Project Managers 4
Non-Titled Technical Staff 20

Administrative Staff Mix
Accounting 1
Administrative Assistants 2
Marketing/Public Relations (dedicated staff) 2

Total Staff
33

State headquarters
Maryland

States with offices
Maryland

States with active projects
Maryland Virginia

Percentage of Net Revenue from Private Sector Clients 100%

Annual Net Revenue $4,197,000
Gross Payroll before Incentive/ Bonus Payments $2,376,000
Profit before Incentive/ Bonus Payments and Taxes $335,760

Type of cash payment incentive and bonus plans Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Year End or Holiday Bonus $77,500

Number of employees receiving payments
Year End or Holiday Bonus 33

Non-cash payment incentive and bonus plans Gift Cards

Dollar cost under each plan
Gift Cards $400

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%
Firm Profile # 21 Architecture

Criteria is used to determine payments
Company Profits Salary
Utilization Rate Ownership
Collections

Participates in determining the payments Principals/Owners
Final approval in determining the payments? Principals/Owners
Eligibility Principals/Owners
Assoc. and Senior Assoc.
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners $25,000
Associates and Senior Associates $8,000
Project Managers $12,000
Non-titled Technical Staff $30,000
Administrative Staff $2,500

Number Receiving Payment in Each Category
Principals/Owners 2
Associates and Senior Associates 2
Project Managers 4
Non-titled Technical Staff 20
Administrative Staff 5

Highest payment to an individual in each category
Principals/Owners $12,500
Associates and Senior Associates $4,000
Project Managers $4,000
Non-titled Technical Staff $2,000
Administrative Staff $500

Years the plan has been in place 10
Percentage of increase/ decrease over the prior year >20% Decrease
Firm Profile # 22 Architecture

**Primary practice area**
Architecture

**Employees**
- Technical: 14
- Administrative: 2

**Owners, Partners or Stockholders**
1

**Technical Staff Mix**
- Principals: 1
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-Titled Technical Staff: 8

**Administrative Staff Mix**
- Accounting: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**
16

**State headquarters**
California

**States with offices**
California

**States with active projects**
California

**Percentage of Net Revenue from Private Sector Clients**
100%

**Annual Net Revenue**
$2,269,400

**Gross Payroll before Incentive/Bonus Payments**
$1,056,000

**Profit before Incentive/Bonus Payments and Taxes**
$347,000

**Type of cash payment incentive and bonus plans**
Incentive/Bonus Plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $100,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 16

**Non-cash payment incentive and bonus plans**
None

**Firm refers to plan as:**
- Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 0%
- Subjective: 100%
Firm Profile # 22 Architecture

Criteria is used to determine payments
Company profits
Design Ability/Contribution
Level of Effort
Salary
Ownership

Participates in determining the payments: Principals/Owners
Final approval in determining the payments: Principals/Owners

Eligibility
- Principals/Owners
- Assoc. and Senior Assoc.
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment: Yes

Frequency of payments: Annual

Total payment in each category
- Principals/Owners: $50,000
- Associates and Senior Associates: $25,000
- Project Managers: $10,000
- Non-titled Technical Staff: $13,000
- Administrative Staff: $2,000

Number Receiving Payment in Each Category
- Principals/Owners: 1
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-titled Technical Staff: 8
- Administrative Staff: 2

Highest payment to an individual in each category
- Principals/Owners: $50,000
- Associates and Senior Associates: $15,000
- Project Managers: $5,500
- Non-titled Technical Staff: $2,200
- Administrative Staff: $1,000

Years the plan has been in place: 7
Percentage of increase/decrease over the prior year: 6%-10% Decrease
# Firm Profile # 23 Architecture

**Primary practice area**
- Architecture

**Employees**
- Technical: 22
- Administrative: 4

**Owners, Partners or Stockholders**
- 2

**Technical Staff Mix**
- Principals: 3
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-Titled Technical Staff: 15

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**
- 26

**State headquarters**
- Maryland

**States with offices**
- Maryland

**States with active projects**
- Florida
- Georgia
- Maine
- Maryland

**Percentage of Net Revenue from Private Sector Clients**
- 50%

**Percentage of Net Revenue from Public Sector Clients**
- 50%

**Percentage of Public Sector Net Revenue by Source**
- Municipal: 100%

**Annual Net Revenue**
- $3,295,600

**Gross Payroll before Incentive/ Bonus Payments**
- $1,994,200

**Profit before Incentive/ Bonus Payments and Taxes**
- $293,900

**Type of cash payment incentive and bonus plans**
- Project based bonus
- Year-End or Holiday Bonus
- Spot Bonus

**Amount paid in the last fiscal year under each plan**
- Project based bonus: $10,000
- Year-End or Holiday Bonus: $25,000
- Special Recognition or Spot Bonus: $4,000

**Number of employees receiving payments**
- Project based bonus: 8
- Year-End or Holiday Bonus: 26
- Special Recognition or Spot Bonus: 3

**Non-cash payment incentive and bonus plans**
- None
**Firm Profile # 23 Architecture**

**Firm refers to plan as:** Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 60%
- Subjective: 40%

**Criteria is used to determine payments**
- Company Profits: Hours Worked
- Profit Center Profits: Salary
- Collections: Ownership
- Marketing/Sales Results

**Participates in determining the payments**
- Principals/ Owners

**Final approval in determining the payments?**
- Principals/ Owners

**Eligibility**
- Principals/Owners
- Assoc. and Senior Assoc.
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- Principals/Owners: $10,500
- Associates and Senior Associates: $11,000
- Project Managers: $11,000
- Non-titled Technical Staff: $6,000
- Administrative Staff: $500

**Number Receiving Payment in Each Category**
- Principals/Owners: 3
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-titled Technical Staff: 15
- Administrative Staff: 2

**Highest payment to an individual in each category**
- Principals/Owners: $3,500
- Associates and Senior Associates: $8,000
- Project Managers: $4,000
- Non-titled Technical Staff: $1,000
- Administrative Staff: $250

**Years the plan has been in place**
- 6

**Percentage of increase/ decrease over the prior year**
- >20% Decrease
### Firm Profile # 24 Architecture

**Primary practice area**

- Architecture

**Employees**

- Technical: 48
- Administrative: 13

**Owners, Partners or Stockholders**

- 1

**Technical Staff Mix**

- Principals: 4
- Associate and Senior Associates: 4
- Profit Center/Branch Office Managers: 7
- Non-Titled Technical Staff: 48

**Administrative Staff Mix**

- Accounting: 2
- Administrative Assistants: 6
- Facilities: 1
- Marketing/Public Relations (dedicated staff): 2
- Print Room: 2

**Total Staff**

- 61

**State headquarters**

- Connecticut

**States with offices**

- Connecticut

**States with active projects**

- Connecticut
- New Hampshire
- Massachusetts
- Vermont

**Percentage of Net Revenue from Private Sector Clients**

- 100%

**Annual Net Revenue**

- $9,163,000

**Gross Payroll before Incentive/ Bonus Payments**

- $4,709,200

**Profit before Incentive/ Bonus Payments and Taxes**

- $2,199,120

**Type of cash payment incentive and bonus plans**

- Annual incentive/Bonus plan

**Amount paid in the last fiscal year under each plan**

- $650,000

**Number of employees receiving payments**

- Annual Incentive/Bonus plan: 61

**Non-cash payment incentive and bonus plans**

- None

**Firm refers to plan as:**

- Incentive Plan
Firm Profile # 24 Architecture

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%

Criteria is used to determine
Company Profits Design Ability/Contribution
Profit Center Profits Salary
Aged Accounts Receivable Years of Service
Collections
Marketing/Sales Results

Participates in determining the payments
CEO
Principals/Owners

Final approval in determining the payments
CEO

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $450,000
Associates and Senior Associates $85,000
Project Managers $25,000
Non-titled Technical Staff $65,000
Administrative Staff $25,000

Number Receiving Payment in Each Category
Principals/Owners 4
Associates and Senior Associates 4
Project Managers 7
Non-titled Technical Staff 33
Administrative Staff 13

Highest payment to an individual in each category
Principals/Owners $150,000
Associates and Senior Associates $25,000
Project Managers $5,000
Non-titled Technical Staff $3,000
Administrative Staff $3,000

Years the plan has been in place
13

Percentage of increase/ decrease over the prior year
11%-15% Increase
Firm Profile # 25 Engineering

Primary practice area: Engineering

Employees:
- Technical: 15
- Administrative: 3

Owners, Partners or Stockholders:
- 1

Technical Staff Mix:
- Principals: 1
- Associates and Senior Associates: 1
- Project Managers: 4
- Non-Titled Technical Staff: 9

Administrative Staff Mix:
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

Total Staff: 18

State headquarters: Pennsylvania

States with offices: Pennsylvania

States with active projects:
- Delaware
- District of Columbia
- Maine
- Maryland
- New Jersey
- New York
- Ohio
- Pennsylvania
- Rhode Island

Percentage of Net Revenue from Private Sector Clients: 20%

Percentage of Net Revenue from Public Sector Clients: 80%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 50%
- State: 80%

Annual Net Revenue: $1,300,000

Gross Payroll before Incentive/Bonus Payments: $700,000

Profit before Incentive/Bonus Payments and Taxes:

Type of cash payment incentive and bonus plans: Incentive/bonus plan

Amount paid in the last fiscal year under each plan:
- Annual Incentive/Bonus plan: $45,000

Number of employees receiving payments:
- Annual Incentive/Bonus plan: 49
Firm Profile #  25 Engineering

Non-cash payment incentive and bonus plans

Additional paid time off
Gift Cards
Travel Benefits
Memberships

Dollar cost under each plan
Additional Time paid off $4,000
Gift Cards $1,000
Travel Benefits $2,000

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 100%
Subjective 0%

Criteria is used to determine payments
Company Profits
Project Profits
Marketing/Sales Results

Participates in determining the payments CEO
Principals/Owners

Final approval in determining the payments? CEO
Principals/Owners

Eligibility
Associates and Senior Associates
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners $0
Associates and Senior Associates $12,000
Project Managers $20,000
Non-titled Technical Staff $10,000
Administrative Staff $3,000
Firm Profile # 25 Engineering

Number Receiving Payment in Each Category

- Principals/Owners: 0
- Associates and Senior Associates: 1
- Project Managers: 4
- Non-titled Technical Staff: 9
- Administrative Staff: 2

Highest payment to an individual in each category

- Principals/Owners: $0
- Associates and Senior Associates: $12,000
- Project Managers: $8,000
- Non-titled Technical Staff: $3,500
- Administrative Staff: $1,500

Years the plan has been in place: 25

Percentage of increase/ decrease over the prior year: 11%-15% Increase
Firm Profile # 25 Engineering

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### Firm Profile # 26 Engineering

**Primary practice area**: Engineering

**Employees**
- Technical: 4
- Administrative: 2

**Owners, Partners or Stockholders**: 2

**Technical Staff Mix**
- Principals: 2
- Project Managers: 2
- Non-Titled Technical Staff: 2

**Administrative Staff Mix**
- Administrative Assistants: 1

**Total Staff**: 6

**State headquarters**: California

**States with offices**
- California
- Arizona
- Texas
- Virginia
- Maryland

**Percentage of Net Revenue from Private Sector Clients**: 90%

**Percentage of Net Revenue from Public Sector Clients**: 10%

**Percentage of Public Sector Net Revenue by Source**
- Municipal: 25%
- State: 75%

**Annual Net Revenue**: $760,000

**Gross Payroll before Incentive/ Bonus Payments**: $550,000

**Profit before Incentive/ Bonus Payments and Taxes**: $35,000

**Type of cash payment incentive and bonus plans**: Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**
- Year End or Holiday Bonus: $50,000

**Number of employees receiving payments**
- Year End or Holiday Bonus: 5

**Non-cash payment incentive and bonus plans**: Gift Cards

**Dollar cost under each plan**
- Gift Cards: $500

**Firm refers to plan as:** Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 0%
- Subjective: 100%
Firm Profile # 26 Engineering

Criteria is used to determine payments
Company Profits

Participates in determining the payments
Principals/Owners

Final approval in determining the payments?
Principals/Owners

Eligibility
Principals/Owners
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $20,000
Non-titled Technical Staff $5,000
Administrative Staff $2,500

Number Receiving Payment in Each Category
Principals/Owners 2
Non-titled Technical Staff 2
Administrative Staff 2

Highest payment to an individual in each category
Principals/Owners $22,000
Non-titled Technical Staff $5,000
Administrative Staff $1,000

Years the plan has been in place
2

Percentage of increase/ decrease over the prior year
0% Increase/Decrease
## Firm Profile # 27 Engineering

<table>
<thead>
<tr>
<th>Primary practice area</th>
<th>Engineering</th>
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### Employees

<table>
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<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Technical</td>
<td>21</td>
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<tr>
<td>Administrative</td>
<td>4</td>
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</tbody>
</table>

### Owners, Partners or Stockholders

<table>
<thead>
<tr>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
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### Technical Staff Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>3</td>
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<tr>
<td>Associates and Senior Associates</td>
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<tr>
<td>Project Managers</td>
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<tr>
<td>Non-Titled Technical Staff</td>
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### Administrative Staff Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
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<tbody>
<tr>
<td>Accounting</td>
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<tr>
<td>Administrative Assistants</td>
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<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
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</tbody>
</table>

### Total Staff

<table>
<thead>
<tr>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
</tr>
</tbody>
</table>

### State headquarters

| Indiana |

### States with offices

| Indiana |

### States with active projects

<table>
<thead>
<tr>
<th>Alabama</th>
<th>Florida</th>
<th>Ohio</th>
<th>Illinois</th>
</tr>
</thead>
</table>

### Percentage of Net Revenue from Private Sector Clients

| 95% |

### Percentage of Net Revenue from Public Sector Clients

| 5% |

### Percentage of Public Sector Net Revenue by Source

<table>
<thead>
<tr>
<th>Municipal</th>
<th>State</th>
<th>Federal</th>
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</thead>
<tbody>
<tr>
<td>10%</td>
<td>20%</td>
<td>70%</td>
</tr>
</tbody>
</table>

### Annual Net Revenue

| $3,255,000 |

### Gross Payroll before Incentive/ Bonus Payments

| $1,046,000 |

### Profit before Incentive/ Bonus Payments and Taxes

| $134,000 |

### Type of cash payment incentive and bonus plans

| Project based bonus Year End or Holiday Bonus |

### Amount paid in the last fiscal year under each plan

| $18,100 |

### Number of employees receiving payments

| 25 |

### Non-cash payment incentive and bonus plans

| Paid time off |

### Dollar cost under each plan

| $4,700 |

### Firm refers to plan as:

| Incentive Plan |
Firm Profile #  27 Engineering

Percentage of the distribution criteria that is
Objective 30%
Subjective 70%

Criteria is used to determine payments
Company profits Perceived as a team player/attitude
Project profits Design ability/contribution
Marketing/sales results Level of effort

Participates in determining the payments CEO
Principals/Owners

Final approval in determining the payments? Principals/Owners

Eligibility Principals/owners
Associates and Senior Associates
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners $333,834
Associates and Senior Associates $263,190
Project Managers $329,190
Non-titled Technical Staff $707,650
Administrative Staff $173,759

Number Receiving Payment in Each Category
Principals/Owners 3
Associates and Senior Associates 5
Project Managers 5
Non-titled Technical Staff 9
Administrative Staff 3

Highest payment to an individual in each category
Principals/Owners $200,000
Associates and Senior Associates $80,000
Project Managers $126,100
Non-titled Technical Staff $117,300
Administrative Staff $60,395

Years the plan has been in place 18

Percentage of increase/ decrease over the prior year >20% Increase
### Firm Profile # 28 Engineering

<table>
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<tr>
<th>Primary practice area</th>
<th>Engineering</th>
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<table>
<thead>
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<th>Employees</th>
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<td>Administrative</td>
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<table>
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<tr>
<th>Owners, Partners or Stockholders</th>
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<tr>
<td></td>
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<tr>
<td>Total</td>
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</table>

<table>
<thead>
<tr>
<th>Technical Staff Mix</th>
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<tbody>
<tr>
<td>Principals</td>
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<tr>
<td>Associates and Senior Associates</td>
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<td>Profit Center/Branch Office Managers</td>
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<tr>
<td>Project Managers</td>
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<table>
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<tr>
<th>Administrative Staff Mix</th>
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<tbody>
<tr>
<td>Accounting</td>
</tr>
<tr>
<td>Administrative Assistants</td>
</tr>
<tr>
<td>Facilities</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
</tr>
<tr>
<td>Print Room</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

| Total Staff | 36 |

<table>
<thead>
<tr>
<th>State headquarters</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>States with offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>New York</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>States with active projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
</tr>
<tr>
<td>Florida</td>
</tr>
<tr>
<td>Illinois</td>
</tr>
<tr>
<td>Nevada</td>
</tr>
<tr>
<td>New Jersey</td>
</tr>
<tr>
<td>New York</td>
</tr>
<tr>
<td>Pennsylvania</td>
</tr>
<tr>
<td>Texas</td>
</tr>
<tr>
<td>Washington</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Net Revenue from Private Sector Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>70%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Net Revenue from Public Sector Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>30%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Public Sector Net Revenue by Source</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
</tr>
<tr>
<td>75%</td>
</tr>
<tr>
<td>State</td>
</tr>
<tr>
<td>25%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Net Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,620,630</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gross Payroll before Incentive/ Bonus Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>$2,880,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profit before Incentive/ Bonus Payments and Taxes</th>
</tr>
</thead>
<tbody>
<tr>
<td>$274,630</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of cash payment incentive and bonus plans</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incentive/bonus plan</td>
</tr>
<tr>
<td>Year end or holiday bonus</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Amount paid in the last fiscal year under each plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual incentive/bonus plan</td>
</tr>
<tr>
<td>$110,000</td>
</tr>
<tr>
<td>Year end or holiday bonus</td>
</tr>
<tr>
<td>$21,500</td>
</tr>
</tbody>
</table>
Firm Profile # 28 Engineering

Number of employees receiving payments
- Annual incentive/bonus plan: 6
- Year end or holiday bonus: 27

Non-cash payment incentive and bonus plans: None
Firm refers to plan as: Bonus plan

Percentage of the distribution criteria that is
- Objective: 100%
- Subjective: None

Criteria is used to determine payments
- Company profits
- Collections
- Salary
- Years of Service
- Ownership

Participates in determining the payments: Principals/Owners
Final approval in determining the payments: Principals/Owners

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment: Yes
Frequency of payments
- Annual
- Quarterly

Total payment in each category
- Principals/Owners: $525,000
- Associates and Senior Associates: $65,000
- Project Managers: $3,000
- Non-titled Technical Staff: $17,000
- Administrative Staff: $1,500

Number Receiving Payment in Each Category
- Principals/Owners: 4
- Associates and Senior Associates: 4
- Project Managers: 3
- Non-titled Technical Staff: 21
- Administrative Staff: 3
Firm Profile # 28 Engineering

Highest payment to an individual in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$160,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$14,000</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>$1,500</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$1,500</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$500</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td></td>
</tr>
</tbody>
</table>

Years the plan has been in place 20

Percentage of increase/decrease over the prior year 1%-5% Increase
### Firm Profile # 29 Engineering

**Primary practice area**
- Engineering

**Employees**
- Technical: 9
- Administrative: 2

**Owners, Partners or Stockholders**
- 5

**Technical Staff Mix**
- Principals: 1
- Non-Titled Technical Staff: 8

**Administrative Staff Mix**
- Accounting: 1
- Administrative Assistants: 1

**Total Staff**
- 11

**State headquarters**
- Texas

**States with offices**
- Texas

**States with active projects**
- Florida
- New Mexico
- Minnesota
- Oklahoma
- Mississippi
- Texas
- Montana
- Virginia

**Percentage of Net Revenue from Private Sector Clients**
- 96%

**Percentage of Net Revenue from Public Sector Clients**
- 4%

**Percentage of Public Sector Net Revenue by Source**
- Municipal: 100%

**Annual Net Revenue**
- $1,041,873

**Gross Payroll before Incentive/ Bonus Payments**
- $838,600

**Profit before Incentive/ Bonus Payments and Taxes**
- $39,164

**Type of cash payment incentive and bonus plans**
- Year End or Holiday Bonus
- Special Recognition or spot bonus

**Amount paid in the last fiscal year under each plan**
- Year End or Holiday Bonus: $18,750
- Special Recognition or spot bonus: $3,840

**Number of employees receiving payments**
- Year End or Holiday Bonus: 11
- Special Recognition or spot bonus: 2

**Firm refers to plan as:**
- Bonus plan

**Percentage of the distribution criteria that is**
- Objective: 0%
- Subjective: 100%
Firm Profile # 29 Engineering

Criteria is used to determine payments
- Company Profits
- Project profits
- Utilization rte
- Aged Accounts Receivable
- Collections
- Marketing/Sales Results
- Marketing/Sales Efforts
- Design ability/contribution
- Level of effort
- Perceived as a team player/attitude
- Salary
- Years of Service
- Ownership

Participates in determining the payments: Principals/Owners
Final approval in determining the payments: Principals/owners

Eligibility
- Principals/Owners
- Non-titled technical staff
- Administrative Staff

Non-salaried employees eligible for payment: Yes

Frequency of payments: Annual

Total payment in each category
- Principals/Owners: $5,840
- Non-titled Technical Staff: $12,950
- Administrative Staff: $2,300

Number Receiving Payment in Each Category
- Principals/Owners: 1
- Non-titled Technical Staff: 8
- Administrative Staff: 2

Highest payment to an individual in each category
- Principals/Owners: $5,840
- Non-titled Technical Staff: $3,000
- Administrative Staff: $1,500

Years the plan has been in place: 5

Percentage of increase/ decrease over the prior year: 0% Increase/Decrease
**Firm Profile # 30 Engineering**

**Primary practice area**
- Engineering

**Employees**
- Technical: 5
- Administrative: 1

**Owners, Partners or Stockholders**
- 1

**Technical Staff Mix**
- Principals: 1
- Associates and Senior Associates: 1
- Non-Titled Technical Staff: 3

**Administrative Staff Mix**
- Administrative Assistants: 1

**Total Staff**
- 7

**State headquarters**
- South Carolina

**States with offices**
- South Carolina

**States with active projects**
- North Carolina
- South Carolina
- Tennessee

**Percentage of Net Revenue from Private Sector Clients**
- 100%

**Annual Net Revenue**
- $1,073,000

**Gross Payroll before Incentive/ Bonus Payments**
- $391,000

**Profit before Incentive/ Bonus Payments and Taxes**
- $143,000

**Type of cash payment incentive and bonus plans**
- Incentive/Bonus Plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $114,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 5

**Non-cash payment incentive and bonus plans**
- None

**Firm refers to plan as:**
- Incentive Plan

**Percentage of the distribution criteria that is**
- Objective: 75%
- Subjective: 25%
## Firm Profile # 30 Engineering

### Criteria is used to determine payments

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profit</td>
<td>Level of effort</td>
</tr>
<tr>
<td>Aged Accounts Receivable</td>
<td>Perceived as a team effort/attitude</td>
</tr>
<tr>
<td>Collections</td>
<td>Salary</td>
</tr>
<tr>
<td>Hours Worked</td>
<td>Years of Service</td>
</tr>
<tr>
<td>Design ability/Contribution</td>
<td></td>
</tr>
</tbody>
</table>

### Participates in determining the payments
- Principals/owners

### Final approval in determining the payments?
- Principals/Owners

### Eligibility
- Principals/owners
- Assoc. and Senior Assoc.
- Non-Titled Technical Staff

### Non-salaried employees eligible for payment
- Yes

### Frequency of payments
- Annual

### Total payment in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$90,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$10,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$14,000</td>
</tr>
</tbody>
</table>

### Number Receiving Payment in Each Category
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>1</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>3</td>
</tr>
</tbody>
</table>

### Highest payment to an individual in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$90,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$10,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

### Years the plan has been in place
- 5

### Percentage of increase/ decrease over the prior year
- 0% Increase/Decrease
# Firm Profile # 31 Engineering

**Primary practice area** Engineering

**Employees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>138</td>
</tr>
<tr>
<td>Administrative</td>
<td>17</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

1

**Technical Staff Mix**

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>2</td>
</tr>
<tr>
<td>Project Managers</td>
<td>59</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>77</td>
</tr>
</tbody>
</table>

**Administrative Staff Mix**

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>4</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>6</td>
</tr>
<tr>
<td>Facilities</td>
<td>1</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

**Total Staff**

155

**State headquarters** California

**States with offices** California

**States with active projects** Alaska Arizona California Nevada Texas

**Percentage of Net Revenue from Private Sector Clients** 97%

**Percentage of Net Revenue from Public Sector Clients** 3%

**Percentage of Public Sector Net Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Annual Net Revenue** $28,673,000

**Gross Payroll before Incentive/ Bonus Payments** $14,492,000

**Profit before Incentive/ Bonus Payments and Taxes** $4,594,000

**Type of cash payment incentive and Annual Incentive/Bonus Plan**

**Amount paid in the last fiscal year under each plan**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$2,490,000</td>
</tr>
</tbody>
</table>

**Number of employees receiving payments**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>55</td>
</tr>
</tbody>
</table>

**Non-cash payment incentive and bonus plans** None

**Firm refers to plan as:** Incentive plan
Firm Profile # 31 Engineering

Percentage of the distribution criteria that is
Objective 20%
Subjective 80%

Criteria is used to determine payments
Company Profits
Project Profits
Perceived as a team player/attitude
Responsibility for staff and projects

Participates in determining the payments
CEO
COO

Final approval in determining the payments?
CEO

Eligibility
Principals/Owners
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes
Frequency of payments Annual

Total payment in each category
Principals/Owners $1,448,000
Project Managers $828,000
Non-titled Technical Staff $104,000
Administrative Staff $90,000

Number Receiving Payment in Each Category
Principals/Owners 2
Project Managers 39
Non-titled Technical Staff 10
Administrative Staff 4

Highest payment to an individual in each category
Principals/Owners $1,413,000
Project Managers $95,000
Non-titled Technical Staff $30,000
Administrative Staff $50,000

Years the plan has been in place 25
Percentage of increase/ decrease over the prior year >20% Increase
Firm Profile # 32 Engineering

Primary practice area

Employees
Technical 55
Administrative 8

Owners, Partners or Stockholders 2

Technical Staff Mix
Principals 2
Project Managers 10
Non-Titled Technical Staff 43

Administrative Staff Mix
Accounting 2
Administrative Assistants 3
Marketing/Public Relations (dedicated staff) 2
Other 1

Total Staff 63

State headquarters Washington
States with offices Washington
States with active projects Idaho
Oregon
Washington

Percentage of Net Revenue from Private Sector Clients 85%
Percentage of Net Revenue from Public Sector Clients 15%
Annual Net Revenue $6,523,000
Gross Payroll before Incentive/ Bonus Payments $3,840,000
Profit before Incentive/ Bonus Payments and Taxes $717,530
Type of cash payment incentive and bonus plans Incentive/bonus plan
Amount paid in the last fiscal year under each plan
Annual Incentive/Bonus plan $574,024

Number of employees receiving payments
Annual Incentive/Bonus plan 63

Non-cash payment incentive and bonus plans Gift Cards

Dollar cost under each plan
Gift Cards $500

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 95%
Subjective 5%
Firm Profile # 32 Engineering

Criteria is used to determine payments
Company Profits       Marketing/Sales Results
Project Profits       Salary
Aged Account Receivable Years of Service
Collections          Ownership

Participates in determining the payments          Principals/Owners
Final approval in determining the payments?       Principals/Owners
Eligibility
Principals/Owners
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment        Yes
Frequency of payments                               Annual
Total payment in each category
Principals/Owners                                   $400,000
Project Managers                                   $200,000
Non-Titles Technical Staff                          $101,530
Administrative Staff                               $16,000

Number receiving payment in each category
Principals/Owners                                   2
Project Managers                                   10
Non-titled Technical Staff                          43
Administrative Staff                               8

Highest payment to an individual in each category
Principals/Owners                                   $200,000
Project Managers                                   $35,000
Non-Titled Technical Staff                          $7,500
Administrative Staff                               $2,000

Years the plan has been in place                   14
Percentage of increase/ decrease over the prior year 11%-15% Increase
**Firm Profile # 33 Engineering**

**Primary practice area**  Engineering

**Employees**

<table>
<thead>
<tr>
<th>Technical</th>
<th>287</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>48</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

<table>
<thead>
<tr>
<th></th>
<th>4</th>
</tr>
</thead>
</table>

**Technical Staff Mix**

| Principals             | 4   |
| Associates and Senior Associates | 16  |
| Profit Center/Branch Office Managers | 4   |
| Project Managers       | 52  |
| Non-Titled Technical Staff | 211 |

**Administrative Staff Mix**

| Accounting          | 8   |
| Administrative Assistants | 24  |
| Facilities          | 2   |
| Marketing/Public Relations (dedicated staff) | 8   |
| Print Room          | 2   |
| Other               | 2   |

**Total Staff**

| 335 |

**State headquarters**

| Pennsylvania |

**States with offices**

<table>
<thead>
<tr>
<th>Ohio</th>
<th>New Jersey</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Pennsylvania</td>
</tr>
<tr>
<td></td>
<td>New York</td>
</tr>
</tbody>
</table>

**States with active projects**

<table>
<thead>
<tr>
<th>Delaware</th>
<th>New Jersey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Illinois</td>
<td>New York</td>
</tr>
<tr>
<td>Indiana</td>
<td>Ohio</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>West Virginia</td>
</tr>
</tbody>
</table>

**Percentage of Net Revenue from Private Sector Clients**

| 45% |

**Percentage of Net Revenue from Public Sector Clients**

| Municipal | 10% |
| State     | 20% |
| Federal   | 70% |

**Annual Net Revenue**

| $47,929,000 |

**Gross Payroll before Incentive/ Bonus Payments**

| $28,757,400 |

**Profit before Incentive/ Bonus Payments and Taxes**

| $5,511,835 |

**Type of cash payment incentive and bonus plans**

- Annual Incentive/Bonus Plan
- Project Based Bonus
- Special Recognition
## Firm Profile # 33 Engineering

<table>
<thead>
<tr>
<th>Amount paid in the last fiscal year under each plan</th>
<th>$2,204,734</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$1,681,734</td>
</tr>
<tr>
<td>Project based bonus</td>
<td>$466,000</td>
</tr>
<tr>
<td>Special Recognition</td>
<td>$57,000</td>
</tr>
</tbody>
</table>

### Number of employees receiving payments

<table>
<thead>
<tr>
<th>Plan</th>
<th>Number of Employees Receiving Payments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>308</td>
</tr>
<tr>
<td>Project based bonus</td>
<td>27</td>
</tr>
<tr>
<td>Special Recognition</td>
<td>18</td>
</tr>
</tbody>
</table>

### Non-cash payment incentive and bonus plans

- None

### Firm refers to plan as:

- Bonus Plan

### Percentage of the distribution criteria that is

- Objective 75%
- Subjective 25%

### Criteria is used to determine payments

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Payment Criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profits</td>
<td>Aged Account Receivable</td>
</tr>
<tr>
<td>Profit Center Profits</td>
<td>Collections</td>
</tr>
<tr>
<td>Project Profits</td>
<td>Marketing/Sales Results</td>
</tr>
<tr>
<td>Utilization Rate</td>
<td>Marketing/Sales Efforts</td>
</tr>
<tr>
<td>Hours worked</td>
<td>Ownership</td>
</tr>
</tbody>
</table>

### Participates in determining the payments

- Board of Directors
- Profit Center Managers

### Final approval in determining the payments?

- Board of Directors

### Eligibility

- Principals/Owners
- Associates and Senior Associates
- Profit Centers/Branch Office Managers
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

### Non-salaried employees eligible for

- Yes

### Frequency of payments

- Quarterly

### Total payment in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$1,500,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$153,551</td>
</tr>
<tr>
<td>Profit Centers/Branch Office Managers</td>
<td>$110,237</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$210,237</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>$134,709</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$96,000</td>
</tr>
</tbody>
</table>
## Firm Profile # 33 Engineering

### Number receiving payment in each category
- Principals/Owners: 4
- Associates and Senior Associates: 16
- Profit Centers/Branch Office Managers: 4
- Project Managers: 45
- Non-Titled Technical Staff: 195
- Administrative Staff: 48

### Highest payment to an individual in each category
- Principals/Owners: $425,000
- Associates and Senior Associates: $42,000
- Project Managers: $39,000
- Profit Centers/Branch Office Managers: $19,500
- Non-Titled Technical Staff: $1,200
- Administrative Staff: $1,500

### Years the plan has been in place
- 10

### Percentage of increase/ decrease over the prior year
- >20% Decrease
Firm Profile # 34 Engineering

Primary practice area: Engineering

Employees:
- Technical: 9
- Administrative: 1

Owners, Partners or Stockholders:
- 1

Technical Staff Mix:
- Principals: 1
- Associates and Senior Associates: 2
- Project Managers: 2
- Non-Titled Technical Staff: 5

Administrative Staff Mix:
- Accounting: 1

Total Staff: 10

State headquarters: New York

States with offices:
- New York

States with active projects:
- Connecticut
- New York

Percentage of Net Revenue from Private Sector Clients: 100%

Annual Net Revenue: $1,514,000

Gross Payroll before Incentive/Bonus Payments: $519,000

Profit before Incentive/Bonus Payments and Taxes: $129,600

Type of cash payment incentive and bonus plans: Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan:

Annual Incentive/Bonus plan:
- Number of employees receiving payments: 10

Non-cash payment incentive and bonus plans: None

Firm refers to plan as: Bonus

Percentage of the distribution criteria that is:
- Objective: 100%
- Subjective:
Firm Profile # 34 Engineering

Criteria is used to determine payments
Company Profits

Participates in determining the payments
CEO

Final approval in determining the payments?
CEO

Eligibility
Principals/Owners
Project managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
No

Frequency of payments
Annual

Total payment in each category
Principals/Owners $75,000
Associates and Senior Associates $8,500
Project Managers $9,000
Non-titled Technical Staff $4,000
Administrative Staff $750

Number Receiving Payment in Each Category
Principals/Owners 1
Associates and Senior Associates 2
Project Managers 2
Non-titled Technical Staff 5

Highest payment to an individual in each category
Principals/Owners $75,000
Associates and Senior Associates $45,000
Project Managers $5,000
Non-titled Technical Staff $800
Administrative Staff $750

Years the plan has been in place 11

Percentage of increase/ decrease over the prior year 0% Increase/Decrease
## Firm Profile # 35 Engineering

**Primary practice area**

Engineering

**Employees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>67</td>
</tr>
<tr>
<td>Administrative</td>
<td>14</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

1

**Technical Staff Mix**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>4</td>
</tr>
<tr>
<td>Project Managers</td>
<td>6</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>55</td>
</tr>
</tbody>
</table>

**Administrative Staff Mix**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>4</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>4</td>
</tr>
<tr>
<td>Facilities</td>
<td>1</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

**Total Staff**

81

**State headquarters**

Oregon

**States with offices**

Oregon

**States with active projects**

California
Oregon
Washington

**Percentage of Net Revenue from Private Sector Clients**

60%

**Percentage of Net Revenue from Public Sector Clients**

40%

**Percentage of Public Sector Net Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>40%</td>
</tr>
<tr>
<td>State</td>
<td>60%</td>
</tr>
</tbody>
</table>

**Annual Net Revenue**

$9,245,330

**Gross Payroll before Incentive/ Bonus Payments**

$5,031,720

**Profit before Incentive/ Bonus Payments and Taxes**

$1,201,893

**Type of cash payment incentive and bonus plans**

- Year End or Holiday Bonus
- Special Recognition

**Amount paid in the last fiscal year under each plan**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year End or Holiday Bonus</td>
<td>$420,000</td>
</tr>
<tr>
<td>Special Recognition</td>
<td>$15,000</td>
</tr>
</tbody>
</table>

**Number of employees receiving payments**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>80</td>
</tr>
</tbody>
</table>

**Non-cash payment incentive and bonus plans**

None
Firm Profile # 35 Engineering

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is

Objective 50%

Subjective 50%

Criteria is used to determine payments

Company Profits
Collections

Participates in determining the payments Principals/Owners

Final approval in determining the payments? Principals/Owners

Eligibility

Principals/Owners
Associates and Senior Associates
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment

Frequency of payments Annual

Total payment in each category

Principals/Owners $220,000
Associates and Senior Associates $40,000
Project Managers $37,000
Non-titled Technical Staff $103,000
Administrative Staff $20,000

Number Receiving Payment in Each Category

Principals/Owners 1
Associates and Senior Associates 4
Project Managers 6
Non-titled Technical Staff 55
Administrative Staff 14

Highest payment to an individual in each category

Principals/Owners $220,000
Associates and Senior Associates $10,000
Project Managers $9,000
Non-titled Technical Staff $4,000
Administrative Staff $3,500

Years the plan has been in place 7

Percentage of increase/ decrease over the prior year 11%-15% Decrease
Firm Profile # 36 Engineering

Primary practice area: Engineering

Employees
- Technical: 73
- Administrative: 15

Owners, Partners or Stockholders: 1

Technical Staff Mix
- Principals: 3
- Project Managers: 9
- Non-Titled Technical Staff: 61

Administrative Staff Mix
- Accounting: 3
- Administrative Assistants: 7
- Facilities: 1
- Marketing/Public Relations (dedicated staff): 3
- Print Room: 1
- Other

Total Staff: 88

State headquarters: California

States with offices: California

States with active projects: California

Percentage of Net Revenue from Private Sector Clients: 80%

Percentage of Net Revenue from Public Sector Clients: 20%

Percentage of Public Sector Net Revenue by Source
- Municipal: 20%
- State: 80%

Annual Net Revenue: $12,621,700

Gross Payroll before Incentive/Bonus Payments: $6,793,600

Profit before Incentive/Bonus Payments and Taxes: $2,777,000

Type of cash payment incentive and bonus plans: Incentive/bonus plan

Amount paid in the last fiscal year under each plan
- Annual Incentive/Bonus plan: $750,000

Number of employees receiving payments
- Annual Incentive/Bonus plan: 89

Non-cash payment incentive and bonus plans: None
Firm Profile # 36 Engineering

**Firm refers to plan as:**
Incentive Plan

**Percentage of the distribution criteria that is**
- Objective 90%
- Subjective 10%

**Criteria is used to determine payments**
- Company Profits
- Marketing/Sales Results
- Profit Center Profits
- Years of Service
- Aged Account Receivable
- Ownership
- Collections

**Participates in determining the payments**
- CEO
- Principals/Owners

**Final approval in determining the payments?**
- CEO

**Eligibility**
- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
Yes

**Frequency of payments**
Quarterly

**Total payment in each category**
- Principals/Owners $450,000
- Project Managers $72,000
- Non-titled Technical Staff $197,000
- Administrative Staff $31,000

**Number Receiving Payment in Each Category**
- Principals/Owners 3
- Project Managers 9
- Non-titled Technical Staff 61
- Administrative Staff 15

**Highest payment to an individual in each category**
- Principals/Owners $150,000
- Project Managers $12,000
- Non-titled Technical Staff $5,500
- Administrative Staff $3,500

**Years the plan has been in place**
5

**Percentage of increase/ decrease over the prior year**
0% Increase/Decrease
Firm Profile # 37 Engineering

Primary practice area: Engineering

Employees:
- Technical: 22
- Administrative: 3

Owners, Partners or Stockholders: 1

Technical Staff Mix:
- Principals: 1
- Project Managers: 4
- Non-Titled Technical Staff: 17

Administrative Staff Mix:
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

Total Staff: 25

State headquarters: Nevada

States with offices: Nevada

States with active projects: Nevada

Percentage of Net Revenue from Private Sector Clients: 100%

Annual Net Revenue: $3,942,000

Gross Payroll before Incentive/Bonus Payments: $1,955,000

Profit before Incentive/Bonus Payments and Taxes: $1,222,000

Type of cash payment incentive and bonus plans: Incentive/bonus plan

Amount paid in the last fiscal year under each plan: $407,000

Number of employees receiving payments:
- Annual Incentive/Bonus plan: 18

Non-cash payment incentive and bonus plans: None

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is:
- Objective: 95%
- Subjective: 5%
## Firm Profile # 37 Engineering

**Criteria is used to determine payments**
- Company Profits
- Marketing/Sales Results
- Project Profits
- Salary
- Collections
- Ownership

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- No

**Frequency of payments**
- Quarterly

**Total payment in each category**
- **Principals/Owners**: $139,000
- **Project Managers**: $145,000
- **Non-titled Technical Staff**: $105,000
- **Administrative Staff**: $18,000

**Number Receiving Payment in Each Category**
- **Principals/Owners**: 1
- **Project Managers**: 4
- **Non-titled Technical Staff**: 11
- **Administrative Staff**: 2

**Highest payment to an individual in each category**
- **Principals/Owners**: $139,000
- **Project Managers**: $65,000
- **Non-titled Technical Staff**: $15,000
- **Administrative Staff**: $10,000

**Years the plan has been in place**
- 17

**Percentage of increase/ decrease over the prior year**
- 1%-5% Increase
Firm Profile # 38 Engineering

Primary practice area: Engineering

Employees:
- Technical: 18
- Administrative: 3

Owners, Partners or Stockholders: 1

Technical Staff Mix:
- Principals: 1
- Project Managers: 6
- Non-Titled Technical Staff: 11

Administrative Staff Mix:
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

Total Staff: 21

State headquarters: Alabama

States with offices: Alabama

States with active projects: Alabama

Percentage of Net Revenue from Private Sector Clients: 0%

Percentage of Net Revenue from Public Sector Clients: 100%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 100%

Annual Net Revenue: $2,539,000

Gross Payroll before Incentive/ Bonus Payments: $1,186,900

Profit before Incentive/ Bonus Payments and Taxes: $117,000

Type of cash payment incentive and bonus plans: Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan:
- Year End or Holiday Bonus: $25,000

Number of employees receiving payments:
- Year End or Holiday Bonus: 21

Non-cash payment incentive and bonus plans: None

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is Subjective: 100%
## Firm Profile # 38 Engineering

### Criteria is used to determine payments
- Company Profits
- Collections
- Salary
- Years of Service
- Ownership

### Participates in determining the payments
- Principals/Owners

### Final approval in determining the payments?
- Principals/Owners

### Eligibility
- Principals/Owners
- Project managers
- Non-Titled Technical Staff
- Administrative Staff

### Non-salaried employees eligible for payment
- Yes

### Frequency of payments
- Annual

### Total payment in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$5,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$12,250</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$7,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$750</td>
</tr>
</tbody>
</table>

### Number Receiving Payment in Each Category
- **Principals/Owners**: 1
- **Project Managers**: 6
- **Non-titled Technical Staff**: 11
- **Administrative Staff**: 3

### Highest payment to an individual in each category
- **Principals/Owners**: $5,000
- **Project Managers**: $3,500
- **Non-titled Technical Staff**: $1,000
- **Administrative Staff**: $250

### Years the plan has been in place
- 16

### Percentage of increase/decrease over the prior year
- >20% Decrease
# Firm Profile # 39 Engineering

**Primary practice area**  
Engineering

**Employees**
- Technical: 8
- Administrative: 2

**Owners, Partners or Stockholders**  
1

**Technical Staff Mix**
- Principals: 1
- Project Managers: 3
- Non-Titled Technical Staff: 4

**Administrative Staff Mix**
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**  
10

**State headquarters**
New Jersey

**States with offices**
New Jersey

**States with active projects**
- Connecticut
- New Jersey
- New York
- Rhode Island

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$1,404,000

**Gross Payroll before Incentive/ Bonus Payments**  
$788,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$112,320

**Type of cash payment incentive and bonus plans**
Incentive/Bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $45,000

**Number of employees receiving payments**
11

**Non-cash payment incentive and bonus plans**
None

**Dollar cost under each plan**
- Gift Cards

**Firm refers to plan as:**
Incentive plan

**Percentage of the distribution criteria that is**
- Objective: 50%
- Subjective: 50%
Firm Profile # 39 Engineering

Criteria is used to determine payments

<table>
<thead>
<tr>
<th>Company Profits</th>
<th>Level of Effort</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged Accounts Receivable</td>
<td>Hours Worked</td>
</tr>
<tr>
<td>Collections</td>
<td>Salary</td>
</tr>
<tr>
<td>Marketing/Sales Efforts</td>
<td>Years of Service</td>
</tr>
<tr>
<td>Perceived as a team player/attitude</td>
<td></td>
</tr>
</tbody>
</table>

Participates in determining the payments: Principals/Owners

Final approval in determining the payments: Principals/Owners

Eligibility

<table>
<thead>
<tr>
<th>Principals/Owners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Managers</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
</tr>
<tr>
<td>Administrative Staff</td>
</tr>
</tbody>
</table>

Non-salaried employees eligible for payment: Yes

Frequency of payments: Annual

Total payment in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$15,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$22,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$6,200</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$1,800</td>
</tr>
</tbody>
</table>

Number Receiving Payment in Each Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>1</td>
</tr>
<tr>
<td>Project Managers</td>
<td>3</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>4</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>2</td>
</tr>
</tbody>
</table>

Highest payment to an individual in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$15,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$10,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$2,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$1,200</td>
</tr>
</tbody>
</table>

Years the plan has been in place: 2

Percentage of increase/ decrease over the prior year: 6%-10% Increase
Firm Profile # 40 Engineering Survey

Primary practice area: Engineering Survey

Employees
- Technical: 14
- Administrative: 2

Owners, Partners or Stockholders: 1

Technical Staff Mix
- Principals: 1
- Project Managers: 4
- Non-Titled Technical Staff: 9

Administrative Staff Mix
- Accounting: 1
- Administrative Assistants: 1

Total Staff: 16

State headquarters: Arkansas
States with offices: Arkansas
States with active projects: Arkansas

Percentage of Net Revenue from Private Sector Clients: 80%
Percentage of Net Revenue from Public Sector Clients: 20%
Municipal: 100%

Annual Net Revenue: $1,848,000
Gross Payroll before Incentive/Bonus Payments: $1,090,320
Profit before Incentive/Bonus Payments and Taxes: $52,000

Type of cash payment incentive and bonus plans: Year end/Holiday
Amount paid in the last fiscal year under each plan: $20,000

Number of employees receiving payments
- Annual Incentive/Bonus plan: 16

Non-cash payment incentive and bonus plans: None
Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
- Objective: 90%
- Subjective: 10%

Criteria is used to determine payments
- Company Profits
- Aged Accounts Receivable

Participates in determining the payments: CEO
Final approval in determining the payments: CEO
Firm Profile # 40 Engineering Survey

Eligibility

- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment

- Yes

Frequency of payments

- Annual

Total payment in each category

- Project Managers: $10,000
- Non-titled Technical Staff: $9,000
- Administrative Staff: $1,000

Number Receiving Payment in Each Category

- Project Managers: 4
- Non-titled Technical Staff: 9
- Administrative Staff: 2

Highest payment to an individual in each category

- Project Managers: $2,500
- Non-titled Technical Staff: $1,000
- Administrative Staff: $500

Years the plan has been in place

- $12

Percentage of increase/ decrease over the prior year

- >20% Decrease
### Firm Profile # 41 Engineering Survey

**Primary practice area**  
Engineering Survey

**Employees**  
- Technical: 20
- Administrative: 3

**Owners, Partners or Stockholders**  
- 1

**Technical Staff Mix**  
- Principals: 1
- Project Managers: 5
- Non-Titled Technical Staff: 11

**Administrative Staff Mix**  
- Accounting: 1
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

**Total Staff**  
- 23

**State headquarters**  
- Missouri

**States with offices**  
- Missouri

**States with active projects**  
- Missouri

**Percentage of Net Revenue from Private Sector Clients**  
- 47%

**Percentage of Net Revenue from Public Sector Clients**  
- 53%

**Percentage of Public Sector Net Revenue by Source**  
- Municipal: 90%
- State: 10%

**Annual Net Revenue**  
- $2,748,880

**Gross Payroll before Incentive/Bonus Payments**  
- $1,415,673

**Profit before Incentive/Bonus Payments and Taxes**  
- $183,500

**Type of cash payment incentive and bonus plans**  
- Annual incentive/bonus plan

**Amount paid in the last fiscal year under each plan**  
- Annual Incentive/Bonus plan: $100,000

**Number of employees receiving payments**  
- 23

**Non-cash payment incentive and bonus plans**  
- Gift Cards

**Dollar cost under each plan**  
- Gift Cards: $1,150

**Firm refers to plan as:**  
- Incentive Plan

**Percentage of the distribution criteria that is**  
- Objective: 75%
- Subjective: 25%
**Firm Profile # 41 Engineering Survey**

**Criteria is used to determine payment**:  
- Company Profits  
- Project Profits  
- Collections  
- Marketing/Sales Results  
- Years of Service  
- Ownership  
- Collections Ownership

**Participates in determining the payments**: Principals/Owners

**Final approval in determining the payments?**: Principals/Owners

**Eligibility**  
- Principals/Owners  
- Project Managers  
- Non-Titled Technical Staff  
- Administrative Staff

**Non-salaried employees eligible for payment**: Yes

**Frequency of payments**: Annual

**Total payment in each category**  
- **Principals/Owners**: $50,000  
- **Project Managers**: $25,000  
- **Non-titled Technical Staff**: $22,000  
- **Administrative Staff**: $3,000

**Number Receiving Payment in Each Category**  
- **Principals/Owners**: 1  
- **Project Managers**: 5  
- **Non-titled Technical Staff**: 11  
- **Administrative Staff**: 3

**Highest payment to an individual in each category**  
- **Principals/Owners**: $50,000  
- **Project Managers**: $7,000  
- **Non-titled Technical Staff**: $1,500  
- **Administrative Staff**: $1,000

**Years the plan has been in place**: 3

**Percentage of increase/ decrease over the prior year**: 6%-10% increase
**Firm Profile # 42 Engineering Survey**

**Primary practice area**  
Engineering Survey

**Employees**  
- Technical: 8
- Administrative: 1

**Owners, Partners or Stockholders**

**Technical Staff Mix**  
- Principals: 1
- Non-Titled Technical Staff: 7

**Administrative Staff Mix**  
- Administrative Assistants: 1

**Total Staff**  
9

**State headquarters**  
Rhode Island

**States with offices**  
Rhode Island

**States with active projects**  
Rhode Island

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$1,298,000

**Gross Payroll before Incentive/ Bonus Payments**  
$710,100

**Profit before Incentive/ Bonus Payments and Taxes**  
$42,000

**Type of cash payment incentive and bonus plans**  
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**  
Year End or Holiday Bonus: $7,500

**Number of employees receiving payments**  
Year End or Holiday Bonus: 8

**Non-cash payment incentive and bonus plans**  
None

**Firm refers to plan as:**  
Bonus Plan

**Percentage of the distribution criteria that is**  
Objective: 100%

**Subjective**

**Criteria is used to determine payments**  
Company Profits

**Participates in determining the payments?**  
Principals/Owners

**Final approval in determining the payments?**  
CEO

**Eligibility**  
- Principals/Owners
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**  
Yes
Firm Profile # 42 Engineering Survey

Frequency of payments
Annual

Total payment in each category
Non-titled Technical Staff $7,000
Administrative Staff $500

Number Receiving Payment in Each Category
Non-titled Technical Staff 7
Administrative Staff 1

Highest payment to an individual in each category
Non-titled Technical Staff $1,000
Administrative Staff $500

Years the plan has been in place 4

Percentage of increase/ decrease over the prior year >20% Decrease
Firm Profile # 43 Engineering Survey

Primary practice area

Employees
Technical
22
Administrative
6

Owners, Partners or Stockholders
2

Technical Staff Mix
Principals
1
Project Managers
4
Non-Titled Technical Staff
16

Administrative Staff Mix
Accounting
2
Administrative Assistants
2
Marketing/Public Relations (dedicated staff)
2

Total Staff
28

State headquarters
Virginia

States with offices
Virginia

States with active projects
District Of Columbia
Virginia
Maryland
West Virginia

Percentage of Net Revenue from Private Sector Clients
10%

Percentage of Net Revenue from Public Sector Clients
90%

Percentage of Public Sector Net Revenue by Source
Municipal
35%
State
65%

Annual Net Revenue
$3,200,000

Gross Payroll before Incentive/ Bonus Payments
$1,898,400

Profit before Incentive/ Bonus Payments and Taxes
$331,000

Type of cash payment incentive and bonus plans
Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Year End or Holiday Bonus
$60,000

Number of employees receiving payments
Year End or Holiday Bonus
21

Non-cash payment incentive and bonus plans
None

Firm refers to plan as:
Bonus Plan

Percentage of the distribution criteria that is
Objective
0%
Subjective
100%
### Firm Profile # 43 Engineering Survey

**Criteria is used to determine payments**
- Company Profits
- Hours worked
- Aged Accounts Receivable
- Salary
- Marketing/Sales Results
- Years of Service
- Marketing/Sales Efforts

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- Project Managers: $30,000
- Non-titled Technical Staff: $20,000
- Administrative Staff: $10,000

**Number Receiving Payment in Each Category**
- Project Managers: 4
- Non-titled Technical Staff: 16
- Administrative Staff: 6

**Highest payment to an individual in each category**
- Project Managers: $12,000
- Non-titled Technical Staff: $2,500
- Administrative Staff: $2,500

**Years the plan has been in place**
- 3

**Percentage of increase/ decrease over the prior year**
- 0% Increase/Decrease
Firm Profile # 44 Engineering Survey

Primary practice area: Engineering Survey

Employees:
- Technical: 12
- Administrative: 2

Owners, Partners or Stockholders: 1

Technical Staff Mix:
- Principals: 1
- Project Managers: 2
- Non-Titled Technical Staff: 9

Administrative Staff Mix:
- Accounting: 1
- Marketing/Public Relations (dedicated staff): 1

Total Staff: 14

State headquarters: Oregon

States with offices: Oregon

States with active projects: Oregon

Percentage of Net Revenue from Private Sector Clients: 35%

Percentage of Net Revenue from Public Sector Clients: 65%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 100%

Annual Net Revenue: $1,710,000

Gross Payroll before Incentive/Bonus Payments: $786,800

Profit before Incentive/Bonus Payments and Taxes: $82,500

Type of cash payment incentive and bonus plans: Year-End or Holiday Bonus

Amount paid in the last fiscal year under each plan:
- Year-End or Holiday Bonus: $25,000

Number of employees receiving payments:
- Annual Incentive/Bonus plan: 14

Non-cash payment incentive and bonus plans: None

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is:
- Objective: 0%
- Subjective: 100%

Criteria is used to determine payments:
- Company Profits: Salary
- Collections: Years of Service
- Hours Worked: Ownership
## Firm Profile # 44 Engineering Survey

**Participates in determining the payments?**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

### Eligibility
- Principals/Owners
- Project Managers
- Administrative Staff

**Non-salaried employees eligible for payment?**
- Yes

### Frequency of payments
- Annual

### Total payment in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$5,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$10,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$9,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$1,000</td>
</tr>
</tbody>
</table>

### Number Receiving Payment in Each Category
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>1</td>
</tr>
<tr>
<td>Project Managers</td>
<td>2</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>9</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>2</td>
</tr>
</tbody>
</table>

### Highest payment to an individual in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$5,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$5,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$1,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$500</td>
</tr>
</tbody>
</table>

**Years the plan has been in place**
- 13

**Percentage of increase/ decrease over the prior year**
- >20% Decrease
Firm Profile # 45 Environmental

Primary practice area

Environment

Employees

Technical 42
Administrative 8

Owners, Partners or Stockholders

2

Technical Staff Mix

Principals 2
Associates and Senior Associates 2
Project Managers 6
Non-Titled Technical Staff 30

Administrative Staff Mix

Accounting 2
Administrative Assistants 3
Marketing/Public Relations (dedicated staff) 1
Other 1

Total Staff

50

State headquarters

Vermont

States with offices

Vermont

States with active projects

Iowa

New York

Maine

Vermont

Percentage of Net Revenue from Private Sector Clients 90%

Percentage of Net Revenue from Public Sector Clients 10%

Percentage of Public Sector Net Revenue by Source

State 100%

Annual Net Revenue $5,384,400

Gross Payroll before Incentive/Bonus Payments $3,135,000

Profit before Incentive/Bonus Payments and Taxes $1,023,036

Type of cash payment incentive and bonus plans Annual Incentive

Amount paid in the last fiscal year under each plan

Annual Incentive/Bonus plan $767,300

Number of employees receiving payments

Annual incentive/bonus plan 2
Project based bonus 2
Special Recognition or spot bonus 6
Seniority (years of service) bonus 30

Non-cash payment incentive and bonus plans Gift Cards

Dollar cost under each plan

Gift Cards $1,500
Firm Profile # 45 Environmental

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%

Criteria is used to determine payments
Company Profits
Project Profits
Collections

Participates in determining the payments Principals/owners

Final approval in determining the payments? Principals/owners

Eligibility
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners 450,000
Associates and Senior Associates 100,000
Project Managers 100,000
Non-titled Technical Staff 105,300
Administrative Staff 12,000

Number Receiving Payment in Each Category
Principals/Owners 2
Associates and Senior Associates 2
Project Managers 6
Non-titled Technical Staff 30
Administrative Staff 8

Highest payment to an individual in each category
Principals/Owners $225,000
Associates and Senior Associates $60,000
Project Managers $20,000
Non-Titled Technical Staff $4,000
Administrative Staff $2,000

Years the plan has been in place 14

Percentage of increase/ decrease over the prior year 16%-20% Increase
Firm Profile # 46 Environmental

Primary practice area
Environmental

Employees
Technical 109
Administrative 20

Owners, Partners or Stockholders
3

Technical Staff Mix
Principals 3
Associates and Senior Associates 4
Project Managers 8
Non-Titled Technical Staff 91

Administrative Staff Mix
Accounting 3
Administrative Assistants 9
Facilities 1
Marketing/Public Relations (dedicated staff) 3
Other 4

Total Staff 129

State headquarters Vermont
States with offices Vermont
States with active projects California New Hampshire Connecticut New York Massachusetts Pennsylvania Vermont

Percentage of Net Revenue from Private Sector Clients 85%
Percentage of Net Revenue from Public Sector Clients 15%
Percentage of Public Sector Net Revenue by Source State 100%

Annual Net Revenue $16,155,217
Gross Payroll before Incentive/ Bonus Payments $7,901,250
Profit before Incentive/ Bonus Payments and Taxes $4,523,461

Type of cash payment incentive and bonus plans
Year End or Holiday Bonus
Special Recognition or Spot Bonus

Amount paid in the last fiscal year under each plan
Year End or Holiday Bonus $2,261,800
Special Recognition or Spot Bonus $75,000

Number of employees receiving payments
Annual Incentive/Bonus plan 126

Non-cash payment incentive and bonus plans None
Firm Profile # 46 Environmental

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 25%
Subjective 75%

Criteria is used to determine payments
Company Profit Collections

Participates in determining the payments
Board of Directors
Principals/Owners

Final approval in determining the payments?
Board of Directors
Principals/Owners
Project Managers
Non-Titled Technical Staff
Administrative Staff

Eligibility
Non-salaried employees eligible for payment Yes

Frequency of payments
Quarterly

Total payment in each category
Principals/Owners $1,500,000
Associates and Senior Associates $100,000
Project Managers $261,800
Non-titled Technical Staff $350,000
Administrative Staff $50,000

Number Receiving Payment in Each Category
Principals/Owners 3
Associates and Senior Associates 4
Project Managers 8
Non-titled Technical Staff 91
Administrative Staff 20

Highest payment to an individual in each category
Principals/Owners $500,000
Associates and Senior Associates $35,000
Project Managers $40,000
Non-Titled Technical Staff $6,000
Administrative Staff $10,000

Years the plan has been in place 4

Percentage of increase/ decrease over the prior year 1%-5% Decrease
## Firm Profile # 47 Environmental

**Primary practice area**
Environmental

**Employees**
- Technical: 59
- Administrative: 10

**Owners, Partners or Stockholders**
- 4

**Technical Staff Mix**
- Principals: 4
- Project Managers: 6
- Non-Titled Technical Staff: 45

**Administrative Staff Mix**
- Accounting: 2
- Administrative Assistants: 4
- Marketing/Public Relations (dedicated staff): 1
- Other: 3

**Total Staff**
- 69

**State headquarters**
- Illinois

**States with offices**
- Illinois

**States with active projects**
- Illinois
- Iowa
- Minnesota
- Missouri
- Pennsylvania
- Rhode Island
- Wisconsin

**Percentage of Net Revenue from Private Sector Clients**
100%

**Annual Net Revenue**
$9,393,567

**Gross Payroll before Incentive/ Bonus Payments**
$4,019,257

**Profit before Incentive/ Bonus Payments and Taxes**
$1,925,681

**Type of cash payment incentive and bonus plans**
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**
- Year End of Holiday Bonus: $1,290,000

**Number of employees receiving payments**
- 117

**Non-cash payment incentive and bonus plans**
- Travel Benefits

**Dollar cost under each plan**
- Travel Benefits: $7,000

**Firm refers to plan as:**
Incentive Plan

**Percentage of the distribution criteria that is**
- Objective: 50%
- Subjective: 50%
### Firm Profile # 47 Environmental

**Criteria is used to determine payments**
- Company Profits
- Project Profits
- Collections

**Participates in determining the payments?**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

#### Total payment in each category
- **Principals/Owners**: $80,000
- **Associates and Senior Associates**: $60,000
- **Project Managers**: $140,000
- **Non-titled Technical Staff**: $250,000
- **Administrative Staff**: $40,000

#### Number Receiving Payment in Each Category
- **Principals/Owners**: 3
- **Associates and Senior Associates**: 4
- **Project Managers**: 6
- **Non-titled Technical Staff**: 85
- **Administrative Staff**: 20

#### Highest payment to an individual in each category
- **Principals/Owners**: $350,000
- **Associates and Senior Associates**: $15,000
- **Project Managers**: $28,000
- **Non-titled Technical Staff**: $5,000
- **Administrative Staff**: $6,000

**Years the plan has been in place**
- 3

**Percentage of increase/ decrease over the prior year**
- 6%-10% Increase
## Firm Profile # 48 Environmental

**Primary practice area**  
Environmental

**Employees**  
- Technical: 8
- Administrative: 2

**Owners, Partners or Stockholders**  
1

**Technical Staff Mix**  
- Principals: 1  
- Project Managers: 2  
- Non-Titled Technical Staff: 5

**Administrative Staff Mix**  
- Accounting: 1  
- Administrative Assistants: 1

**Total Staff**  
10

**State headquarters**  
New Jersey

**States with offices**  
New Jersey

**States with active projects**  
New Jersey  
Pennsylvania  
Rhode Island

**Percentage of Net Revenue from Private Sector Clients**  
85%

**Percentage of Net Revenue from Public Sector Clients**  
15%

**Percentage of Public Sector Net Revenue by Source**  
State: 100%

**Annual Net Revenue**  
$1,625,000

**Gross Payroll before Incentive/ Bonus Payments**  
$817,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$408,000

**Type of cash payment incentive and bonus plans**  
Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**  
Annual Incentive/Bonus plan: $183,000

**Number of employees receiving payments**  
Annual Incentive/Bonus plan: 12

**Firm refers to plan as**  
Incentive Plan

**Percentage of the distribution criteria that is**  
Objective: 100%

Subjective:
### Firm Profile # 48 Environmental

**Criteria is used to determine payments**
- Company Profits
- Project Profits
- Collections
- Salary
- Ownership

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Quarterly

**Total payment in each category**
- Principals/Owners: $120,000
- Project Managers: $40,000
- Non-titled Technical Staff: $20,000
- Administrative Staff: $3,000

**Number Receiving Payment in Each Category**
- Principals/Owners: 1
- Project Managers: 2
- Non-titled Technical Staff: 5
- Administrative Staff: 2

**Years the plan has been in place**
- 2

**Percentage of increase/ decrease over the prior year**
- 11%-15% Increase
### Firm Profile # 49 Environmental

<table>
<thead>
<tr>
<th><strong>Primary practice area</strong></th>
<th>Environmental</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Employees</strong></td>
<td></td>
</tr>
<tr>
<td>Technical</td>
<td>14</td>
</tr>
<tr>
<td>Administrative</td>
<td>3</td>
</tr>
<tr>
<td><strong>Owners, Partners or Stockholders</strong></td>
<td>1</td>
</tr>
<tr>
<td><strong>Technical Staff Mix</strong></td>
<td></td>
</tr>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Project Managers</td>
<td>4</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>9</td>
</tr>
<tr>
<td><strong>Administrative Staff Mix</strong></td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>1</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>1</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total Staff</strong></td>
<td>17</td>
</tr>
<tr>
<td><strong>State headquarters</strong></td>
<td>Germany</td>
</tr>
<tr>
<td><strong>States with offices</strong></td>
<td></td>
</tr>
<tr>
<td>Pennsylvania</td>
<td></td>
</tr>
<tr>
<td><strong>States with active projects</strong></td>
<td></td>
</tr>
<tr>
<td>Michigan</td>
<td></td>
</tr>
<tr>
<td>Ohio</td>
<td></td>
</tr>
<tr>
<td>Pennsylvania</td>
<td></td>
</tr>
<tr>
<td><strong>Percentage of Net Revenue from Public Sector Clients</strong></td>
<td>100%</td>
</tr>
<tr>
<td><strong>Percentage of Public Sector Net Revenue by Source</strong></td>
<td>100%</td>
</tr>
<tr>
<td>State</td>
<td></td>
</tr>
<tr>
<td><strong>Annual Net Revenue</strong></td>
<td>$3,059,000</td>
</tr>
<tr>
<td><strong>Gross Payroll before Incentive/ Bonus Payments</strong></td>
<td>$1,295,400</td>
</tr>
<tr>
<td><strong>Profit before Incentive/ Bonus Payments and Taxes</strong></td>
<td>$635,000</td>
</tr>
<tr>
<td><strong>Type of cash payment incentive and bonus plans</strong></td>
<td>Incentive/bonus plan</td>
</tr>
<tr>
<td><strong>Amount paid in the last fiscal year under each plan</strong></td>
<td>$250,000</td>
</tr>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td></td>
</tr>
<tr>
<td><strong>Number of employees receiving payments</strong></td>
<td>17</td>
</tr>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td></td>
</tr>
<tr>
<td><strong>Non-cash payment incentive and bonus plans</strong></td>
<td>Gift Cards</td>
</tr>
<tr>
<td><strong>Dollar cost under each plan</strong></td>
<td>$500</td>
</tr>
<tr>
<td>Gift Cards</td>
<td></td>
</tr>
<tr>
<td><strong>Firm refers to plan as:</strong></td>
<td>Bonus Plan</td>
</tr>
</tbody>
</table>

Firm Profile # 49 Environmental

Percentage of the distribution criteria that is
Objective 70%
Subjective 30%

Criteria is used to determine payments
Company Profits Marketing/Sales Efforts
Project Profits Level of Effort
Aged Account Receivable Salary
Collections Years of Service
Marketing/Sales Results Ownership

Participates in determining the payments Principals/Owners
Final approval in determining the payments? Principals/Owners

Eligibility
- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Principals/Owners $150,000
Project Managers $40,000
Non-titled Technical Staff $45,000
Administrative Staff $15,000

Number Receiving Payment in Each Category
- Principals/Owners 1
- Project Managers 1
- Non-titled Technical Staff 9
- Administrative Staff 3

Highest payment to an individual in each category
Principals/Owners $150,000
Project Managers $18,000
Non-titled Technical Staff $7,200
Administrative Staff $7,800

Years the plan has been in place 2
Percentage of increase/ decrease over the prior year 16%-20% Increase
## Firm Profile # 50 Interior Design

**Primary practice area**  
Interior Design

**Employees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>37</td>
</tr>
<tr>
<td>Administrative</td>
<td>11</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical Staff Mi</td>
<td>6</td>
</tr>
<tr>
<td>Principals</td>
<td>6</td>
</tr>
<tr>
<td>Administratives and Senior Associates</td>
<td>6</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>3</td>
</tr>
<tr>
<td>Project Managers</td>
<td>7</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>15</td>
</tr>
</tbody>
</table>

**Technical Staff Mix**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>3</td>
</tr>
<tr>
<td>Facilities</td>
<td>0</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>2</td>
</tr>
<tr>
<td>Print Room</td>
<td>0</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

**Total Staff**  
48

**State headquarters**  
Texas

**States with offices**

<table>
<thead>
<tr>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td></td>
</tr>
<tr>
<td>Massachusetts</td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td></td>
</tr>
<tr>
<td>Rhoda Island</td>
<td></td>
</tr>
<tr>
<td>Texas</td>
<td></td>
</tr>
</tbody>
</table>

**States with active projects**

<table>
<thead>
<tr>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>California</td>
<td></td>
</tr>
<tr>
<td>Connecticut</td>
<td></td>
</tr>
<tr>
<td>Maine</td>
<td></td>
</tr>
<tr>
<td>Massachusetts</td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of Net Revenue from Private Sector Clients**  
95%

**Percentage of Net Revenue from Public Sector Clients**  
5%

**Percentage of Public Sector Net Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Annual Net Revenue**  
$6,600,000

**Gross Payroll before Incentive/ Bonus Payments**  
$4,577,000

**Profit before Incentive/ Bonus Payments and Taxes**  
($ 492,000 )

**Type of cash payment incentive and bonus plans**  
Incentive/Bonus Plan

**Amount paid in the last fiscal year under each plan**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Number of employees receiving payments**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$0</td>
</tr>
</tbody>
</table>
Firm Profile # 50 Interior Design

Non-cash payment incentive and bonus plans
Gift Cards $0

Dollar cost under each plan
Gift Cards $0

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 90%
Subjective 10%

Criteria is used to determine payments
Company Profits
Profit Center Profits
Aged Account Receivable
Salary
Years of Service

Participates in determining the payments
Principals/Owners

Final approval in determining the payments?
Principals/Owners

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Profit Center/Branch Office Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes
Frequency of payments Annual
Total payment in each category $0
Number Receiving Payment in Each Category $0
Highest payment to an individual in each category $0
Years the plan has been in place $0
Percentage of increase/ decrease over the prior year >20% Decrease
Firm Profile # 51 Interior Design

Primary practice area  
Interior Design

Employees
Technical 27
Administrative 4

Owners, Partners or Stockholders

Technical Staff Mix
Principals 1
Project Managers 6
Non-Titled Technical Staff 20

Administrative Staff Mix
Accounting 1
Administrative Assistants 3

Total Staff 31

State headquarters Minnesota
States with offices Minnesota
States with active projects Iowa Minnesota

Percentage of Net Revenue from Private Sector Clients 100%
Percentage of Net Revenue from Public Sector Clients

Annual Net Revenue $4,455,000
Gross Payroll before Incentive/ Bonus Payments $1,984,000
Profit before Incentive/ Bonus Payments and Taxes $979,455

Type of cash payment incentive and bonus plans Year-End/Holiday Bonus
Amount paid in the last fiscal year under each plan
Year-End/Holiday Bonus $666,029

Number of employees receiving payments
Year-End/Holiday Bonus 31

Non-cash payment incentive and bonus plans Travel Benefits
Dollar cost under each plan
Travel Benefits $4,500

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 0%
Subjective 100%
### Firm Profile # 51 Interior Design

**Criteria is used to determine payments**
- Company Profits
- Collections
- Design ability/contribution
- Level of Effort

**Participates in determining the payments?**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principal Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- Principal Owners: $350,000
- Project Managers: $150,000
- Non-Titled Technical Staff: $150,000
- Administrative Staff: $16,029

**Number receiving payment in each category**
- Project Managers: 6
- Non-titled Technical Staff: 20
- Administrative Staff: 4

**Highest payment to an individual in each category**
- Principals/Owners: $350,000
- Non-Titled Technical Staff: $12,000
- Project Managers: $40,000
- Administrative Staff: $5,000

**Years the plan has been in place**
- 3

**Percentage of increase/ decrease over the prior year**
- 6% - 10% Increase
- >20% Increase
**Firm Profile # 52 Interior Design**

**Primary practice area**

Interior Design

**Employees**

- Technical: 65
- Administrative: 8

**Owners, Partners or Stockholders**

2

**Technical Staff Mix**

- Principals: 2
- Associates and Senior Associates: 14
- Profit Center/Branch Office Managers: 2
- Project Managers: 14
- Non-Titled Technical Staff: 49

**Administrative Staff Mix**

- Accounting: 2
- Administrative Assistants: 3
- Marketing/Public Relations (dedicated staff): 2

**Total Staff**

73

**State headquarters**

Virginia

**States with offices**

Virginia

**States with active projects**

- District of Columbia
- Florida
- Maryland
- Virginia
- North Carolina
- Pennsylvania
- South Carolina
- Tennessee

**Percentage of Net Revenue from Private Sector Clients**

100%

**Annual Net Revenue**

$12,052,300

**Gross Payroll before Incentive/ Bonus Payments**

$7,749,629

**Profit before Incentive/ Bonus Payments and Taxes**

$2,772,029

**Type of cash payment incentive and bonus plans**

Year End or holiday Bonus

Special Recognition

**Amount paid in the last fiscal year under each plan**

- Year End or holiday Bonus: $1,635,497
- Special Recognition: $50,000

**Number of employees receiving payments**

- Year End or holiday Bonus: 73
- Special Recognition: 15

**Non-cash payment incentive and bonus plans**

Additional paid time off

**Dollar cost under each plan**

- Additional paid time off: $145,000

**Firm refers to plan as:**

Bonus Plan
Firm Profile # 52 Interior Design

Percentage of the distribution criteria that is
Objective  0%
Subjective  100%

Criteria is used to determine payments
Company Profits  Design Ability/Contribution
Project Profits  Level of Effort
Aged Accounts Receivable  Salary
Collections  Years of Service
Salary  Ownership
Perceived as a team player/Attitude

Participates in determining the payments
Principals/Owners
Profit Center Managers

Final approval in determining the payments?
Principals/Owners

Eligibility
Principals/Owners
Project Managers
Non-Titled Technical Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $1,179,848
Project Managers $210,000
Non-titled Technical Staff $275,649
Administrative Staff $20,000

Number receiving payment in each category
Principals/Owners 2
Project Managers 14
Non-titled Technical Staff 49
Administrative Staff 8

Highest payment to an individual in each category
Principals/Owners $648,916
Project Managers $28,000
Non-titled Technical Staff $6,500
Administrative Staff $4,000

Years the plan has been in place
6
Percentage of increase/ decrease over the prior year 1%-5% Decrease
Firm Profile # 53 Interior Design

Primary practice area

Employees
Technical 67
Administrative 16

Owners, Partners or Stockholders

Technical Staff Mix
Principals 5
Associates and Senior Associates 6
Project Managers 11
Non-Titled Technical Staff 40

Administrative Staff Mix
Accounting 3
Administrative Assistants 5
Facilities 1
Marketing/Public Relations (dedicated staff) 3
Other 4

Total Staff 83

State headquarters Illinois

States with offices California
Illinois
New York

States with active projects Arizona
California
Colorado
Connecticut
Delaware
District of Columbia
Illinois
South Dakota
Tennessee
Virginia

Percentage of Net Revenue from Private Sector Clients 100%

Annual Net Revenue $10,937,750
Gross Payroll before Incentive/ Bonus Payments $4,858,820
Profit before Incentive/ Bonus Payments and Taxes $2,136,143

Type of cash payment incentive and bonus plans Annual Incentive Plan

Amount paid in the last fiscal year under each plan
Annual Incentive/Bonus plan $1,495,000

Number of employees receiving payments
Annual Incentive/Bonus plan 83

Firm refers to plan as: Incentive Plan
Firm Profile # 53 Interior Design

Percentage of the distribution criteria that is
Objective 60%
Subjective 40%

Criteria is used to determine payments
Company Profits
Collections

Participates in determining the payments
Final approval in determining the payments?
Eligibility

Principals/Owners

Non-salaried employees eligible for payment
 Frequencies of payments

Total payment in each category
Principals/Owners $1,000,000
Associates and Senior Associates $90,000
Project Managers $200,000
Non-titled Technical Staff $165,000
Administrative Staff $40,000

Number Receiving Payment in Each Category
Principals/Owners 5
Associates and Senior Associates 6
Project Managers 11
Non-titled Technical Staff 40
Administrative Staff 16

Highest payment to an individual in each category
Principals/Owners $200,000
Associates and Senior Associates $30,000
Project Managers $2,200
Non-titled Technical Staff $5,500
Administrative Staff $10,000

Years the plan has been in place 2
Percentage of increase/ decrease over the prior year 1%-5% Decrease
## Firm Profile # 54 Interior Design

**Primary practice area**  
Interior Design

**Employees**

- Technical: 4
- Administrative: 1

**Owners, Partners or Stockholders**  
1

**Technical Staff Mix**

- Principals: 1
- Non-Titled Technical Staff: 3

**Administrative Staff Mix**

- Accounting: 1

**Total Staff**  
5

**State headquarters**  
New York

**States with offices**  
New York

**States with active projects**

- Connecticut
- Florida
- Maine
- Massachusetts
- New Jersey
- New York

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$1,255,000

**Gross Payroll before Incentive/ Bonus Payments**  
$475,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$355,000

**Type of cash payment incentive and bonus plans**  
Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**

- Annual Incentive/Bonus plan: $125,000

**Number of employees receiving payments**

- Annual Incentive/Bonus plan: 5

**Non-cash payment incentive and bonus plans**  
None

**Firm refers to plan as:**  
Bonus Plan

**Percentage of the distribution criteria that is**

- Objective: 0%
- Subjective: 100%
**Firm Profile # 54 Interior Design**

**Criteria is used to determine payments**
- Company Profits
- Level of Effort
- Collections
- Ownership
- Design Ability/contribution
- Salary

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Total payment in each category**
- Principals/Owners: $75,000
- Non-titled Technical Staff: $45,000
- Administrative Staff: $5,000

**Number Receiving Payment in Each Category**
- Principals/Owners: 1
- Non-titled Technical Staff: 3
- Administrative Staff: 1

**Highest payment to an individual in each category**
- Principals/Owners: $75,000
- Non-titled Technical Staff: $15,000
- Administrative Staff: $5,000

**Years the plan has been in place**
- 3

**Percentage of increase/ decrease over the prior year**
- 16%-20% Increase
## Firm Profile # 55 Interior Design

**Primary practice area**: Interior Design

**Employees**
- Technical: 40
- Administrative: 8

**Owners, Partners or Stockholders**: 2

**Technical Staff Mix**
- Principals: 4
- Project Managers: 9
- Non-Titled Technical Staff: 27

**Administrative Staff Mix**
- Accounting: 2
- Administrative Assistants: 3
- Marketing/Public Relations (dedicated staff): 2

**Total Staff**: 48

**State headquarters**: Illinois

**States with offices**: Illinois

**States with active projects**: Illinois, Indiana, Ohio, Minnesota, Pennsylvania

**Percentage of Net Revenue from Private Sector Clients**: 100%

**Annual Net Revenue**: $7,488,000

**Gross Payroll before Incentive/ Bonus Payments**: $3,249,000

**Profit before Incentive/ Bonus Payments and Taxes**: $2,171,000

**Type of cash payment incentive and bonus plans**: Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $825,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 57

**Non-cash payment incentive and bonus plans**: None

**Firm refers to plan as**: Incentive Plan
## Firm Profile # 55 Interior Design

### Percentage of the distribution criteria that is

<table>
<thead>
<tr>
<th>Objective</th>
<th>80%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subjective</td>
<td>20%</td>
</tr>
</tbody>
</table>

### Criteria is used to determine payments

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Principal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profits</td>
<td>Marketing/Sales Efforts</td>
</tr>
<tr>
<td>Profit Center Profits</td>
<td>Design ability/Contribution</td>
</tr>
<tr>
<td>Project Profits</td>
<td>Level of Effort</td>
</tr>
<tr>
<td>Net Multiplier</td>
<td>Salary</td>
</tr>
<tr>
<td>Aged Account Receivable</td>
<td>Years of Service</td>
</tr>
<tr>
<td>Collections</td>
<td>Ownership</td>
</tr>
<tr>
<td>Marketing/Sales Results</td>
<td></td>
</tr>
</tbody>
</table>

### Participates in determining the payments

- Principals/Owners

### Final approval in determining the payments?

- Principals/Owners

### Eligibility

- Principals/Owners
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

### Non-salaried employees eligible for payment

- Yes

### Frequency of payments

- Quarterly

### Total payment in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$572,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$106,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$123,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$24,000</td>
</tr>
</tbody>
</table>

### Number Receiving Payment in Each Category

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>4</td>
</tr>
<tr>
<td>Project Managers</td>
<td>10</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>35</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>8</td>
</tr>
</tbody>
</table>

### Highest payment to an individual in each category

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$200,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$22,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$7,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

### Years the plan has been in place

- 8

### Percentage of increase/ decrease over the prior year

- 6%-10% Increase
## Firm Profile # 56 Architecture/Engineering

### Primary practice area
Architecture/Engineering

### Employees

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>21</td>
</tr>
<tr>
<td>Administrative</td>
<td>12</td>
</tr>
</tbody>
</table>

### Owners, Partners or Stockholders

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

### Technical Staff Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>1</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>3</td>
</tr>
<tr>
<td>Project Managers</td>
<td>6</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>10</td>
</tr>
</tbody>
</table>

### Administrative Staff Mix

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>3</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>3</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>5</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>

### Total Staff

|                      | 33     |

### State headquarters

<table>
<thead>
<tr>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td></td>
</tr>
</tbody>
</table>

### States with offices

<table>
<thead>
<tr>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td></td>
</tr>
<tr>
<td>District of Columbia</td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td></td>
</tr>
</tbody>
</table>

### States with active projects

<table>
<thead>
<tr>
<th>State</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td></td>
</tr>
<tr>
<td>District of Columbia</td>
<td></td>
</tr>
<tr>
<td>Florida</td>
<td></td>
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<tr>
<td>Louisiana</td>
<td></td>
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<tr>
<td>Maryland</td>
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<tr>
<td>Massachusetts</td>
<td></td>
</tr>
<tr>
<td>New Jersey</td>
<td></td>
</tr>
<tr>
<td>New York</td>
<td></td>
</tr>
<tr>
<td>Texas</td>
<td></td>
</tr>
<tr>
<td>Virginia</td>
<td></td>
</tr>
</tbody>
</table>

### Percentage of Net Revenue from Private Sector Clients

| Percentage | 60% |

### Percentage of Net Revenue from Public Sector Clients

| Percentage | 40% |

### Percentage of Public Sector Net Revenue by Source

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>10%</td>
</tr>
<tr>
<td>State</td>
<td>90%</td>
</tr>
</tbody>
</table>

### Annual Net Revenue

| Amount    | $5,216,000 |

### Gross Payroll before Incentive/ Bonus Payments

| Amount    | $2,469,000 |

### Profit before Incentive/ Bonus Payments and Taxes

| Amount    | $893,000 |

### Type of cash payment incentive and bonus plans

- Year End or Holiday Bonus
- Special Recognition or Spot Bonus
- Profit Sharing
Firm Profile # 56 Architecture/Engineering

Amount paid in the last fiscal year under each plan
Year End or Holiday Bonus $92,000
Special Recognition or Spot Bonus $13,500
Profit Sharing $115,000

Number of employees receiving payments
Year End or Holiday Bonus 18
Special Recognition or Spot Bonus 7
Profit Sharing 33

Non-cash payment incentive and bonus plans
Company Car

Dollar cost under each plan
Company Car $6,200

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%

Criteria is used to determine payments
Company Profits Marketing/Sales Efforts
Profit Center Profits Hours Worked
Project Profits Design ability/contribution
Utilization Rate Level of Effort
Marketing/Sales Results Perceived as a team player/attitude
Title

Participates in determining the payments
Principals/Owners
Profit Center/ Branch Office manager
CFO

Final approval in determining the payments? Principals/Owners

Eligibility
Principals/Owners
Associates and Senior Associates
Profit Center/Branch Office Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes
Frequency of payments Annual
Firm Profile # 56 Architecture/Engineering

Total payment in each category
Principals/Owners
Associates and Senior Associates $30,000
Profit Center/Branch Office Managers $27,500
Project Managers $24,000
Non-titled Technical Staff $8,600
Administrative Staff $2,500

Number Receiving Payment in Each Category
Principals/Owners
Associates and Senior Associates 2
Profit Center/Branch Office Managers 3
Project Managers 5
Non-titled Technical Staff 7
Administrative Staff 1

Highest payment to an individual in each category
Principals/Owners
Associates and Senior Associates $20,000
Profit Center/Branch Office Managers $15,000
Project Managers $10,000
Non-titled Technical Staff $2,000
Administrative Staff $2,500

Years the plan has been in place 3
Percentage of increase/ decrease over the prior year 6%-10% Increase
Firm Profile # 56 Architecture/ Engineering

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Firm Profile # 57 Architecture/Engineering

Primary practice area
Architecture/Engineering

Employees
Technical 351
Administrative 68

Owners, Partners or Stockholders 76

Technical Staff Mix
Principals 17
Associates and Senior Associates 118
Profit Center/Branch Office Managers 7
Project Managers 22
Non-Titled Technical Staff 187

Administrative Staff Mix
Accounting 7
Administrative Assistants 42
Facilities 2
Marketing/Public Relations (dedicated staff) 11
Other 8

Total Staff 426

State headquarters Virginia

States with offices District of Columbia
North Carolina
Virginia

States with active projects
Alabama Massachusetts Tennessee
Arizona Michigan Texas
Colorado Mississippi Virginia
Connecticut Nebraska Washington
District of Columbia Nevada West Virginia
Florida New Jersey
Georgia New York
Hawaii North Carolina
Kentucky Oklahoma
Maryland South Carolina

Percentage of Net Revenue from Private Sector Clients 72%

Percentage of Net Revenue from Public Sector Clients 28%

Percentage of Public Sector Net Revenue by Source
Municipal 25%
State 28%
Federal 47%

Annual Net Revenue $55,400,000

Gross Payroll before Incentive/ Bonus Payments $26,915,000
Firm Profile # 57 Architecture/Engineering

Profit before Incentive/ Bonus Payments and Taxes $10,905,000

Type of cash payment incentive and bonus plans
- Annual incentive/bonus plan
- Year end or holiday bonus
- Seniority (years of service) bonus
- Signing

Amount paid in the last fiscal year under each plan
- Annual incentive/bonus plan $7,012,300
- Year end or holiday bonus $142,800
- Seniority (years of service) bonus $15,000
- Signing $52,000

Number of employees receiving payments
- Annual incentive/bonus plan 241
- Year end or holiday bonus 148
- Seniority (years of service) bonus 65
- Signing 6

Non-cash payment incentive and bonus plans
- Additional paid time off
- Gift Cards $3,400
- Travel Benefits $5,000

Firm refers to plan as: Incentive

Percentage of the distribution criteria that is
- Objective 70%
- Subjective 30%

Criteria is used to determine payments
- Company Profits Hours worked
- Profit Center Profits Level of effort
- Project Profits Perceived as a team player/attitude
- Utilization Rate Years of Service
- Net Multiplier Ownership

Participates in determining the payments Board of Directors
Employees Supervisor

Final approval in determining the payments? Board of Directors

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff
## Firm Profile # 57 Architecture/Engineering

<table>
<thead>
<tr>
<th>Category</th>
<th>Total Payment</th>
<th>Number Receiving Payment</th>
<th>Highest Payment</th>
<th>Years the Plan has been in Place</th>
<th>Percentage Increase/Decrease</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$5,408,800</td>
<td>76</td>
<td>$264,300</td>
<td>30</td>
<td>&gt;20% Increase</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$1,033,000</td>
<td>105</td>
<td>$53,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>$23,000</td>
<td>3</td>
<td>$20,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$402,000</td>
<td>46</td>
<td>$21,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$145,500</td>
<td>11</td>
<td>$20,000</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Non-salaried employees eligible for payment**: No
- **Frequency of payments**: Annual
**Firm Profile # 58 Architecture/ Engineering**

**Primary practice area**  
Architecture/Engineering

**Employees**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>72</td>
</tr>
<tr>
<td>Administrative</td>
<td>16</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**  
10

**Technical Staff Mix**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>2</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>5</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>3</td>
</tr>
<tr>
<td>Project Managers</td>
<td>10</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>52</td>
</tr>
</tbody>
</table>

**Administrative Staff Mix**

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>4</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>3</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>3</td>
</tr>
<tr>
<td>Print Room</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>5</td>
</tr>
</tbody>
</table>

**Total Staff**  
88

**State headquarters**  
Kentucky

**States with offices**  
Kentucky

**States with active projects**

<table>
<thead>
<tr>
<th>State</th>
<th>State</th>
<th>State</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alaska</td>
<td>Massachusetts</td>
<td>Oregon</td>
<td></td>
</tr>
<tr>
<td>California</td>
<td>Michigan</td>
<td>Pennsylvania</td>
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</tr>
<tr>
<td>Florida</td>
<td>New York</td>
<td>Tennessee</td>
<td></td>
</tr>
<tr>
<td>Georgia</td>
<td>North Carolina</td>
<td>Texas</td>
<td></td>
</tr>
<tr>
<td>Indiana</td>
<td>Ohio</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Kentucky</td>
<td>Oklahoma</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Percentage of Net Revenue from Private Sector Clients**  
91%

**Percentage of Net Revenue from Public Sector Clients**  
9%

**Percentage of Public Sector Net Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>10%</td>
</tr>
<tr>
<td>State</td>
<td>45%</td>
</tr>
<tr>
<td>Federal</td>
<td>45%</td>
</tr>
</tbody>
</table>

**Annual Net Revenue**  
$11,492,000

**Gross Payroll before Incentive/ Bonus Payments**  
$5,683,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$2,517,000

**Type of cash payment incentive and bonus plans**

- Incentive/Bonus plan
- Special Recognition
- Seniority (Years of Service)
Firm Profile # 58 Architecture/Engineering

Amount paid in the last fiscal year under each plan
- Annual Incentive/Bonus plan: $2,179,980
- Special Recognition: $15,155
- Seniority (Years of Service): $19,739

Number of employees receiving payments
- Annual Incentive/Bonus plan: 94
- Special Recognition: 12
- Seniority (Years of Service): 7

Non-cash payment incentive and bonus plans
- Gift Cards

Dollar cost under each plan
- Gift Cards: $500

Firm refers to plan as:
- Bonus Plan

Percentage of the distribution criteria that is
- Objective: 60%
- Subjective: 40%

Criteria is used to determine payments
- Company Profits: Design ability/Contribution
- Profit Center: Level of Effort
- Project Profits: Perceived as a team player/attitude
- Overhead Rate: Salary
- Marketing/Sales Results: Years of Service
- Ownership

Participates in determining the payments
- Board of Directors
- CEO
- Principals/Owners
- Profit Center/Branch Office managers

Final approval in determining the payments?
- Board of Directors

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment
- Yes

Frequency of payments
- Quarterly
Firm Profile # 58 Architecture/Engineering

Total payment in each category
- Principals/Owners: $1,735,970
- Associates and Senior Associates: $151,600
- Profit Center/Branch Office Managers: $35,750
- Project Managers: $77,100
- Non-titled Technical Staff: $144,913
- Administrative Staff: $34,647

Number Receiving Payment in Each Category
- Principals/Owners: 4
- Associates and Senior Associates: 5
- Profit Center/Branch Office Managers: 3
- Project Managers: 10
- Non-titled Technical Staff: 57
- Administrative Staff: 15

Highest payment to an individual in each category
- Principals/Owners: $578,655
- Associates and Senior Associates: $36,146
- Profit Center/Branch Office Managers: $14,500
- Project Managers: $10,000
- Non-titled Technical Staff: $8,500
- Administrative Staff: $6,196

Years the plan has been in place: 6
Percentage of increase/decrease over the prior year: 11%-15% Increase
Firm Profile # 59 Architecture/Engineering

Primary practice area
Architecture/Engineering

Employees
Technical 51
Administrative 5

Owners, Partners or Stockholders
20

Technical Staff Mix
Principals 2
Associates and Senior Associates 3
Profit Center/Branch Office Managers 4
Project Managers 24
Non-Titled Technical Staff 14

Administrative Staff Mix
Accounting 1
Administrative Assistants 2
Other 5

Total Staff
56

State headquarters
Wisconsin
States with offices
Wisconsin
States with active projects
Wisconsin

Percentage of Net Revenue from Private Sector Clients 45%

Percentage of Net Revenue from Public Sector Clients 55%

Percentage of Public Sector Net Revenue by Source
Municipal 70%
State 29%
Federal 1%

Annual Net Revenue $4,700,000

Gross Payroll before Incentive/ Bonus Payments $2,750,000

Profit before Incentive/ Bonus Payments and Taxes $123,000

Type of cash payment incentive and bonus plans Year End or Holiday Bonus

Amount paid in the last fiscal year under each plan
Annual Incentive/Bonus plan $0

Firm refers to plan as: Bonus Plan

Percentage of the distribution criteria that is
Objective 0%
Subjective 100%
Firm Profile # 59 Architecture/Engineering

Criteria is used to determine payments
Company Profits Design ability/contribution
Project Profits Level of Effort
Utilization Rate Perceived as a team player/attitude
Marketing/Sales Results Years of Service
Marketing/sales efforts Ownership
Hours Worked

Participates in determining the payments
CEO
Principals/Owners

Final approval in determining the payments?
Board of Directors

Eligibility
Principals/Owners
Associates and Senior Associates
Profit Center/Branch Office Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $0
Associates and Senior Associates $0
Profit Center/Branch Office Managers $0
Project Managers $0
Non-titled Technical Staff $0
Administrative Staff $0

Number Receiving Payment in Each Category
Principals/Owners $0
Associates and Senior Associates $0
Profit Center/Branch Office Managers $0
Project Managers $0
Non-titled Technical Staff $0
Administrative Staff $0

Highest payment to an individual in each category
Principals/Owners $0
Associates and Senior Associates $0
Profit Center/Branch Office Managers $0
Project Managers $0
Non-titled Technical Staff $0
Administrative Staff $0

Years the plan has been in place
34

Percentage of increase/ decrease over the prior year >20% Decrease
**Firm Profile # 60 Architecture/Engineering**

**Primary practice area**
Architecture/Engineering

**Employees**
- Technical: 66
- Administrative: 14

**Owners, Partners or Stockholders**
- 2

**Technical Staff Mix**
- Principals: 2
- Associate and Senior Associates: 4
- Profit Center/Branch Office Managers: 2
- Project Managers: 6
- Non-Titled Technical Staff: 52

**Administrative Staff Mix**
- Accounting: 3
- Administrative Assistants: 6
- Marketing/Public Relations (dedicated staff): 2
- Other: 5

**Total Staff**: 80

**State headquarters**
- Florida

**States with offices**
- Florida

**States with active projects**
- Florida
- Georgia
- Mississippi

**Percentage of Net Revenue from Private Sector Clients**: 22%

**Percentage of Net Revenue from Public Sector Clients**: 88%

**Annual Net Revenue**: $9,068,532

**Gross Payroll before Incentive/Bonus Payments**: $4,495,920

**Profit before Incentive/Bonus Payments and Taxes**: $1,269,594

**Type of cash payment incentive and bonus plans**: Annual incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $776,992

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 61

**Non-cash payment incentive and bonus plans**: None

**Firm refers to plan as**: Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 50%
- Subjective: 50%
Firm Profile # 60 Architecture/Engineering

Criteria is used to determine payments

Company Profits  Design ability/contribution
Project Profits   Level of Effort
Aged Accounts Receivable  Salary
Collections        Years of Service
Ownership

Participates in determining the payments  CEO
Final approval in determining the payments?  CEO

Eligibility
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

Non-salaried employees eligible for payment  No
Frequency of payments  Annual

Total payment in each category
- Principals/Owners  $388,496
- Associates and Senior Associates  $77,699
- Profit Center/Branch Office Managers  $69,929
- Project Managers  $147,628
- Non-Titled Technical Staff  $36,739
- Administrative Staff  $56,500

Number receiving payment in each category
- Principals/Owners  2
- Associates and Senior Associates  4
- Profit Center/Branch Office Managers  2
- Project Managers  6
- Non-titled Technical Staff  23
- Administrative Staff  5

Highest payment to an individual in each category
- Principals/Owners  $257,000
- Associates and Senior Associates  $25,000
- Profit Center/Branch Office Managers  $45,000
- Project Managers  $44,000
- Non-Titled Technical Staff  $4,000
- Administrative Staff  $15,000

Years the plan has been in place  6
Percentage of increase/ decrease over the prior year  >20% Increase
Firm Profile # 61 Architecture/Engineering

Primary practice area: Architecture/Engineering

Employees:
- Technical: 83
- Administrative: 16

Owners, Partners or Stockholders: 1

Technical Staff Mix:
- Principals: 3
- Associates and Senior Associates: 4
- Profit Center/Branch Office Managers: 2
- Project Managers: 12
- Non-Titled Technical Staff: 62

Administrative Staff Mix:
- Accounting: 3
- Administrative Assistants: 8
- Marketing/Public Relations (dedicated staff): 3
- Print Room: 1

Total Staff: 99

State headquarters: Indiana
States with offices: Indiana
States with active projects: Illinois, Indiana, Kentucky

Percentage of Net Revenue from Private Sector Clients: 50%
Percentage of Net Revenue from Public Sector Clients: 50%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 100%

Annual Net Revenue: $13,961,000
Gross Payroll before Incentive/Bonus Payments: $6,623,100
Profit before Incentive/Bonus Payments and Taxes: $3,113,303

Type of cash payment incentive and bonus plans:
- Incentive/bonus plan
- Special recognition

Amount paid in the last fiscal year under each plan:
- Annual Incentive/Bonus plan: $800,000
- Special recognition or spot bonus: $15,000

Number of employees receiving payments:
- Annual Incentive/Bonus plan: 117
- Special recognition or spot bonus: 6

Non-cash payment incentive and bonus plans: Gift Cards
Firm Profile # 61 Architecture/Engineering

**Dollar cost under each plan**
Special recognition or spot bonus $15,000

**Firm refers to plan as:**
Incentive Plan

**Percentage of the distribution criteria that is**
Objective 80%
Subjective 20%

**Criteria is used to determine payments**
Company Profits Marketing/Sales Efforts
Profit Center profits Level of Effort
Aged Account Receivable Salary
Collections Years of Service
Marketing Sales/Results Ownership

**Participates in determining the payments**
CEO
Principals/Owners

**Final approval in determining the payments?**
CEO

**Eligibility**
Associates and Senior Associates
Profit Center/Branch Office Managers
Project managers
Non-Titled Technical Staff
Administrative Staff

**Non-salaried employees eligible for payment**
Yes

**Frequency of payments**
Quarterly

**Total payment in each category**
Principals/Owners $400,000
Associates and Senior Associates $60,000
Profit Center/Branch Office Managers $35,000
Project Managers $145,000
Non-titled Technical Staff $125,000
Administrative Staff $35,000

**Number Receiving Payment in Each Category**
Principals/Owners 3
Associates and Senior Associates 4
Profit Center/Branch Office Managers 2
Project Managers 16
Non-titled Technical Staff 72
Administrative Staff 60
Firm Profile # 61 Architecture/Engineering

**Highest payment to an individual in each category**
- Principals/Owners: $150,000
- Associates and Senior Associates: $20,000
- Profit Center/Branch Office Managers: $20,000
- Project Managers: $20,000
- Non-titled Technical Staff: $3,500
- Administrative Staff: $1,500

**Years the plan has been in place**: 16

**Percentage of increase/decrease over the prior year**: 6%-10% Increase
**Firm Profile # 62 Architecture/ Engineering**

**Primary practice area**

| Architecture/ Engineering |

**Employees**

| Technical | 60 |
| Administrative | 14 |

**Owners, Partners or Stockholders**

| 2 |

**Technical Staff Mix**

| Principals | 2 |
| Associate and Senior Associates | 4 |
| Profit Center/Branch Office Managers | 2 |
| Project Managers | 12 |
| Non-Titled Technical Staff | 40 |

**Administrative Staff Mix**

| Accounting | 3 |
| Administrative Assistants | 7 |
| Facilities | 1 |
| Marketing/Public Relations (dedicated staff) | 2 |
| Other | 1 |

**Total Staff**

| 74 |

**State headquarters**

| Louisiana |

**States with offices**

| Louisiana |

**States with active projects**

| Alabama |
| Louisiana |
| Mississippi |

**Percentage of Net Revenue from Private Sector Clients**

| 40% |

**Percentage of Net Revenue from Public Sector Clients**

| 60% |

**Percentage of Public Sector Net Revenue by Source**

| Municipal | 10% |
| State | 30% |
| Federal | 60% |

**Annual Net Revenue**

| $8,116,980 |

**Gross Payroll before Incentive/ Bonus Payments**

| $5,113,697 |

**Profit before Incentive/ Bonus Payments and Taxes**

| $417,116 |

**Type of cash payment incentive and bonus plans**

| Year end/Holiday |

**Amount paid in the last fiscal year under each plan**

| $200,000 |

**Number of employees receiving payments**

| 52 |

**Non-cash payment incentive and bonus plans**

| None |

**Firm refers to plan as:**

| Bonus Plan |
Firm Profile # 62 Architecture/Engineering

Percentage of the distribution criteria that is
Objective 50%
Subjective 50%

Criteria is used to determine payments
<table>
<thead>
<tr>
<th>Criteria</th>
<th>Objective</th>
<th>Subjective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profits</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Collections</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Marketing Sales Results</td>
<td>50%</td>
<td>50%</td>
</tr>
<tr>
<td>Marketing Sales Efforts</td>
<td>50%</td>
<td>50%</td>
</tr>
</tbody>
</table>

Participates in determining the payments
<table>
<thead>
<tr>
<th>Category</th>
<th>Participants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prinicipals/Owners</td>
<td>Principals/Owners</td>
</tr>
<tr>
<td>Profit Center Managers</td>
<td>Profit Center Managers</td>
</tr>
</tbody>
</table>

Final approval in determining the payments?
<table>
<thead>
<tr>
<th>Category</th>
<th>Approval</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>Principals/Owners</td>
</tr>
</tbody>
</table>

Eligibility
<table>
<thead>
<tr>
<th>Category</th>
<th>Eligibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>Principals/Owners</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>Associates and Senior Associates</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>Profit Center/Branch Office Managers</td>
</tr>
<tr>
<td>Project Managers</td>
<td>Project Managers</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>Non-titled Technical Staff</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>Administrative Staff</td>
</tr>
</tbody>
</table>

Non-salaried employees eligible for No

Frequency of payments Annual

Total payment in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$100,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$50,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$36,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$12,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$2,000</td>
</tr>
</tbody>
</table>

Number Receiving Payment in Each Category
<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>2</td>
</tr>
<tr>
<td>Project Managers</td>
<td>12</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>20</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>4</td>
</tr>
</tbody>
</table>

Highest payment to an individual in each category
<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$50,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$18,000</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>$20,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$6,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$1,500</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$500</td>
</tr>
</tbody>
</table>

Years the plan has been in place 15

Percentage of increase/ decrease over the prior year >20% Decrease
Firm Profile # 63 Engineering/Architecture

Primary practice area: Engineering/Architecture

Employees:
- Technical: 308
- Administrative: 72

Owners, Partners or Stockholders: 1

Technical Staff Mix:
- Principals: 8
- Associates and Senior Associates: 12
- Profit Center/Branch Office Managers: 6
- Project Managers: 42
- Non-Titled Technical Staff: 240

Administrative Staff Mix:
- Accounting: 10
- Administrative Assistants: 46
- Facilities: 3
- Marketing/Public Relations (dedicated staff): 9
- Print Room: 4

Total Staff: 380

State headquarters: Missouri

States with offices:
- Illinois
- Nebraska
- Kansas
- Ohio
- Minnesota
- Oklahoma
- Missouri
- Texas

States with active projects:
- Arizona
- Kansas
- South Dakota
- Idaho
- Minnesota
- Texas
- Illinois
- Nebraska
- Utah
- Indiana
- Ohio
- Wisconsin
- Iowa
- Oklahoma
- Wyoming

Percentage of Net Revenue from Private Sector Clients: 45%

Percentage of Net Revenue from Public Sector Clients: 55%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 5%
- State: 45%
- Federal: 50%

Annual Net Revenue: $45,276,000

Gross Payroll before Incentive/ Bonus Payments: $25,540,560

Profit before Incentive/ Bonus Payments and Taxes: $3,757,908

Type of cash payment incentive and bonus plans:
- Annual Incentive
- Special Recognition
Firm Profile # 63 Engineering/Architecture

Amount paid in the last fiscal year under each plan
Annual Incentive $1,401,000
Special Recognition $117,000

Number of employees receiving payments
Annual Incentive/Bonus plan 417
Special Recognition 14

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 75%
Subjective 25%

Criteria is used to determine payments
Company Profits Collections
Profit Center Profits Marketing/Sales Results
Project Profits Marketing/Sales Efforts
Utilization Rate Design Ability
Overhead Rate Level of Effort
Net Multiplier Perceived as a team player/Attitude
Salary Ownership

Participates in determining the payments
Board of Directors Project Managers
Profit Center Managers CEO

Final approval in determining the payments? Board of Directors

Eligibility
Principals/Owners
Associates and Senior Associates
Profit Center/Branch Office Managers
Project Managers
Non-titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Quarterly

Total payment in each category
Principals/Owners $560,000
Associates and Senior Associates $105,000
Profit Center/Branch Office Managers $31,000
Project Managers $211,500
Non-titled Technical Staff $397,500
Administrative Staff $96,000
Firm Profile # 63 Engineering/Architecture

Number Receiving Payment in Each Category
Principals/Owners 8
Associates and Senior Associates 14
Profit Center/Branch Office Managers 5
Project Managers 45
Non-titled Technical Staff 265
Administrative Staff 80

Highest payment to an individual in each category $200,000
Principals/Owners $14,000
Associates and Senior Associates $9,000
Profit Center/Branch Office Managers $7,200
Project Managers $2,100
Non-titled Technical Staff $1,500
Administrative Staff

Years the plan has been in place 6
Percentage of increase/decrease over the prior year 16%-20% Decrease
### Firm Profile # 64 Architecture/Interior Design

**Primary practice area**  
Architecture/Interior Design

**Employees**
- Technical: 116  
- Administrative: 24

**Owners, Partners or Stockholders**  
114

**Technical Staff Mix**
- Principals: 15  
- Associates and Senior Associates: 47  
- Project Managers: 14  
- Non-Titled Technical Staff: 54

**Administrative Staff Mix**
- Accounting: 4  
- Administrative Assistants: 7  
- Marketing/Public Relations (dedicated staff): 5  
- Print Room: 2  
- Other: 6

**Total Staff**  
140

**State headquarters**  
Colorado

**States with offices**
- Arizona  
- California  
- Colorado

**States with active projects**
- Arizona  
- Nevada  
- California  
- New Jersey  
- Colorado  
- North Dakota  
- Idaho  
- Oregon  
- Indiana  
- South Dakota  
- Iowa  
- Washington  
- Montana  
- Wyoming

**Percentage of Net Revenue from Private Sector Clients**  
84%

**Percentage of Net Revenue from Public Sector Clients**  
16%

**Percentage of Public Sector Net Revenue by Source**
- Municipal: 35%  
- State: 24%  
- Federal: 41%

**Annual Net Revenue**  
$23,916,000

**Gross Payroll before Incentive/Bonus Payments**  
$14,300,000

**Profit before Incentive/Bonus Payments and Taxes**  
$45,600

**Type of cash payment incentive and bonus plans**
- Annual incentive/bonus plan
Firm Profile # 64 Architecture/ Interior Design

Special Recognition or Spot Bonus

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $0
- Special Recognition or Spot Bonus: $0

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 0

**Non-cash payment incentive and bonus plans**
- Gift Cards

**Dollar cost under each plan**
- Gift Cards: $2,800

**Firm refers to plan as:**
- Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 50%
- Subjective: 50%

**Criteria is used to determine payments**
- Company Profits
- Project Profits
- Ownership

**Participates in determining the payments**
- Board of Directors
- CEO
- Principals/Owners

**Final approval in determining the payments?**
- Board of Directors

**Eligibility**
- Principals/Owners
- Associates and Senior Associates
- Profit Center/Branch Office Managers
- Project Managers
- Non-titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual

**Years the plan has been in place**
- 4

**Percentage of increase/ decrease over the prior year**
- 0% Increase/Decrease
Firm Profile # 65 Architecture/ Interior Design

Primary practice area
Architecture/Interior Design

Employees
Technical 29
Administrative 7

Owners, Partners or Stockholders
2

Technical Staff Mix
Principals 2
Project Managers 6
Non-Titled Technical Staff 21

Administrative Staff Mix
Accounting 2
Administrative Assistants 3
Marketing/Public Relations (dedicated staff) 2

Total Staff
36

State headquarters
Georgia

States with offices
Georgia

States with active projects
Alabama
Georgia
Mississippi

Percentage of Net Revenue from Private Sector Clients
100%

Annual Net Revenue
$3,743,900

Gross Payroll before Incentive/ Bonus Payments
$2,379,600

Profit before Incentive/ Bonus Payments and Taxes
$181,000

Type of cash payment incentive and bonus plans
Year-end or holiday bonus

Amount paid in the last fiscal year under each plan
Year end or Holiday Bonus
$50,000

Number of employees receiving payments
Annual Incentive/Bonus plan
36

Non-cash payment incentive and bonus plans
None

Firm refers to plan as:
Bonus Plan

Percentage of the distribution criteria that is
Objective
Subjective 100%

Criteria is used to determine payments
Company Profits
Level of Effort
Salary
Years of Service
Ownership
**Firm Profile # 65 Architecture/ Interior Design**

- **Participates in determining the payments**: Principals/Owners
- **Final approval in determining the payments?**: Principals/Owners
- **Eligibility**: Principals/Owners, Project Managers, Non-Titled Technical Staff, Administrative Staff
- **Non-salaried employees eligible for payment**: Yes
- **Frequency of payments**: Annual

<table>
<thead>
<tr>
<th>Total payment in each category</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$15,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$9,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$21,000</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

- **Number Receiving Payment in Each Category**
  - Principals/Owners: 2
  - Project Managers: 6
  - Non-titled Technical Staff: 21
  - Administrative Staff: 7

- **Highest payment to an individual in each category**
  - Principals/Owners: $7,500
  - Project Managers: $1,500
  - Administrative Staff: $1,000

- **Years the plan has been in place**: 8
- **Percentage of increase/ decrease over the prior year**: 16%-20% Decrease
## Firm Profile # 66 Architecture/Interior Design

**Primary practice area**  
Architecture/Interior Design

### Employees

- **Technical**: 22
- **Administrative**: 3

### Owners, Partners or Stockholders

- 3

### Technical Staff Mix

- **Principals**: 3
- **Associates and Senior Associates**: 3
- **Project Managers**: 13
- **Non-Titled Technical Staff**: 3

### Administrative Staff Mix

- **Accounting**: 1
- **Administrative Assistants**: 1
- **Marketing/Public Relations (dedicated staff)**: 1

### Total Staff

- **25**

### State headquarters

- Washington

### States with offices

- Washington

### States with active projects

- Idaho
- Oregon
- Montana
- Washington

### Percentage of Net Revenue from Private Sector Clients

- **40%**

### Percentage of Net Revenue from Public Sector Clients

- **60%**

### Percentage of Public Sector Net Revenue by Source

- **Municipal**: 10%
- **State**: 70%
- **Federal**: 20%

### Annual Net Revenue

- **$2,867,000**

### Gross Payroll before Incentive/ Bonus Payments

- **$1,144,000**

### Profit before Incentive/ Bonus Payments and Taxes

- **$621,000**

### Type of cash payment incentive and bonus plans

- Incentive/bonus plan
- Year End or Holiday Bonus

### Amount paid in the last fiscal year under each plan

- **Annual Incentive/Bonus plan**: $400,000
- **Year End or Holiday Bonus**: $187,900

### Number of employees receiving payments

- **Annual Incentive/Bonus plan**: 25
- **Year End or Holiday Bonus**: 25
**Firm Profile # 66 Architecture/Interior Design**

**Non-cash payment incentive and bonus plans**
- Additional paid time off
- Gift cards
- Travel benefits

**Dollar cost under each plan**
- Additional paid time off: $15,000
- Gift Cards: $1,000
- Travel benefits: $2,500

**Firm refers to plan as:**
- Bonus Plan

**Percentage of the distribution criteria that is**
- Objective: 0%
- Subjective: 100%

**Criteria is used to determine payments**
- Company profits: Level of Effort
- Marketing/Sales Efforts: Perceived as a team player/attitude
- Hours worked: Years of Service

**Participates in determining the payments**
- Principals/Owners

**Final approval in determining the payments?**
- Principals/Owners

**Eligibility**
- Principals/Owners
- Associates and Senior Associates
- Project Managers
- Non-Titled Technical Staff
- Administrative Staff

**Non-salaried employees eligible for payment**
- Yes

**Frequency of payments**
- Annual
- Mid-Year

**Total payment in each category**
- Principals/Owners: $303,500
- Associates and Senior Associates: $75,000
- Project Managers: $126,400
- Non-titled Technical Staff: $40,000
- Administrative Staff: $43,000

**Number Receiving Payment in Each Category**
- Principals/Owners: 3
- Associates and Senior Associates: 3
- Project Managers: 13
- Non-titled Technical Staff: 3
- Administrative Staff: 3
Firm Profile # 66 Architecture/ Interior Design

Highest payment to an individual in each category
- Principals/Owners: $112,500
- Associates and Senior Associates: $25,000
- Profit Center/Branch Office Managers: $14,500
- Project Managers: $9,000
- Non-titled Technical Staff: $25,000
- Administrative Staff

Years the plan has been in place: 17

Percentage of increase/ decrease over the prior year: 1%-5% Decrease
Firm Profile # 66 Architecture/ Interior Design

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## Firm Profile # 67 Architecture/ Interior Design

<table>
<thead>
<tr>
<th>Primary practice area</th>
<th>Architecture/Interior Design</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Employees</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>51</td>
</tr>
<tr>
<td>Administrative</td>
<td>11</td>
</tr>
</tbody>
</table>

| Owners, Partners or Stockholders | 6 |

<table>
<thead>
<tr>
<th>Technical Staff Mix</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>6</td>
</tr>
<tr>
<td>Project Managers</td>
<td>17</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>28</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Administrative Staff Mix</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>2</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>3</td>
</tr>
<tr>
<td>Facilities</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
</tr>
</tbody>
</table>

| Total Staff                 | 62                       |

<table>
<thead>
<tr>
<th>State headquarters</th>
<th>New York</th>
</tr>
</thead>
<tbody>
<tr>
<td>States with offices</td>
<td>New York</td>
</tr>
<tr>
<td>States with active projects</td>
<td>New York</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Percentage of Net Revenue from Private Sector Clients</th>
<th>2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Percentage of Net Revenue from Public Sector Clients</td>
<td>98%</td>
</tr>
<tr>
<td>Percentage of Public Sector Net Revenue by Source</td>
<td></td>
</tr>
<tr>
<td>Municipal</td>
<td>1%</td>
</tr>
<tr>
<td>State</td>
<td>99%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Annual Net Revenue</th>
<th>$6,475,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross Payroll before Incentive/ Bonus Payments</td>
<td>$3,721,000</td>
</tr>
<tr>
<td>Profit before Incentive/ Bonus Payments and Taxes</td>
<td>$697,000</td>
</tr>
</tbody>
</table>

| Type of cash payment incentive and bonus plans | Incentive/bonus plan Year End or Holiday bonus |

<table>
<thead>
<tr>
<th>Amount paid in the last fiscal year under each plan</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$271,320</td>
</tr>
<tr>
<td>Year End or Holiday bonus</td>
<td>$75,295</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of employees receiving payments</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>6</td>
</tr>
<tr>
<td>Year End or Holiday bonus</td>
<td>56</td>
</tr>
</tbody>
</table>
Firm Profile # 67 Architecture/ Interior Design

Non-cash payment incentive and bonus plans: Gift Cards

Dollar cost under each plan:
- Gift Cards: $300

Firm refers to plan as: Bonus plan

Percentage of the distribution criteria that is:
- Objective: 0%
- Subjective: 100%

Criteria is used to determine payments:
- Company Profits
- Ownership

Participates in determining the payments: Board of Directors

Final approval in determining the payments?: Principals/Owners

Eligibility:
- Principals/Owners
- Project managers
- Non-Titled Technical Staff
- Administrative staff

Non-salaried employees eligible for payment: Yes

Frequency of payments:
- Annual
- Quarterly

Total payment in each category:
- Principals/Owners: $271,230
- Project Managers: $32,531
- Non-titled Technical Staff: $31,165
- Administrative Staff: $11,600

Number Receiving Payment in Each Category:
- Principals/Owners: 6
- Project Managers: 17
- Non-titled Technical Staff: 28
- Administrative Staff: 11

Highest payment to an individual in each category:
- Principals/Owners: $59,000
- Project Managers: $3,232
- Non-titled Technical Staff: $1,939
- Administrative Staff: $2,364

Years the plan has been in place: 25

Percentage of increase/ decrease over the prior year: >20% Increase
**Firm Profile # 68 Architecture/Interior Design**

**Primary practice area**  
Architecture/Interior Design

**Employees**

- Technical: 194
- Administrative: 36

**Owners, Partners or Stockholders**

- 37

**Technical Staff Mix**

- Principals: 11
- Associates and Senior Associates: 55
- Profit Center/Branch Office Managers: 0
- Project Managers: 11
- Non-Titled Technical Staff: 153

**Administrative Staff Mix**

- Accounting: 9
- Administrative Assistants: 6
- Facilities: 2
- Marketing/Public Relations (dedicated staff): 6
- Print Room: 1
- Other: 11

**Total Staff**

| Total Staff | 230 |

**State headquarters**

| Minnesota |

**States with offices**

- Arizona
- California
- Minnesota

**States with active projects**

- Alabama
- Indiana
- Nevada
- Rhode Island
- Arizona
- Kansas
- New Hampshire
- South Carolina
- California
- Kentucky
- New Jersey
- South Dakota
- Colorado
- Louisiana
- New Mexico
- Tennessee
- Connecticut
- Maryland
- New York
- Texas
- Delaware
- Massachusetts
- North Carolina
- Utah
- District of Columbia
- Michigan
- North Dakota
- Virginia
- Florida
- Minnesota
- Ohio
- Washington
- Georgia
- Missouri
- Oklahoma
- West Virginia
- Hawaii
- Montana
- Pennsylvania
- Wisconsin
- Illinois
- Nebraska

**Percentage of Net Revenue from Private Sector Clients**

- 75%

**Percentage of Net Revenue from Public Sector Clients**

- 25%

**Percentage of Public Sector Net Revenue by Source**

- Municipal: 17%
- State: 33%
- Federal: 50%

**Annual Net Revenue**

- $40,092,000

**Gross Payroll before Incentive/ Bonus Payments**

- $18,666,000
**Firm Profile # 68 Architecture/ Interior Design**

**Profit before Incentive/ Bonus Payments and Taxes**  
$10,624,000

**Type of cash payment incentive and bonus plans**  
- Annual incentive/bonus plan
- Year End or Holiday Bonus
- Special Recognition or Spot Bonus

**Amount paid in the last fiscal year under each plan**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual incentive/bonus plan</td>
<td>$5,606,610</td>
</tr>
<tr>
<td>Year End or Holiday Bonus</td>
<td>$40,895</td>
</tr>
<tr>
<td>Special Recognition or Spot Bonus</td>
<td>$23,944</td>
</tr>
<tr>
<td>Other</td>
<td>$5,422</td>
</tr>
</tbody>
</table>

**Number of employees receiving payments**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual incentive/bonus plan</td>
<td>298</td>
</tr>
<tr>
<td>Year End or Holiday Bonus</td>
<td>248</td>
</tr>
<tr>
<td>Special Recognition or Spot Bonus</td>
<td>21</td>
</tr>
<tr>
<td>Other</td>
<td>10</td>
</tr>
</tbody>
</table>

**Non-cash payment incentive and bonus plans**  
Gift Cards

**Dollar cost under each plan**

<table>
<thead>
<tr>
<th>Plan</th>
<th>Cost ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gift Cards</td>
<td>$40,895</td>
</tr>
</tbody>
</table>

**Firm refers to plan as:**  
Bonus Plan

**Percentage of the distribution criteria that is**

<table>
<thead>
<tr>
<th>Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective</td>
<td>0%</td>
</tr>
<tr>
<td>Subjective</td>
<td>100%</td>
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</tbody>
</table>

**Criteria is used to determine payments**

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Profits</td>
<td>Hours Worked</td>
</tr>
<tr>
<td>Utilization Rate</td>
<td>Design ability/Contribution</td>
</tr>
<tr>
<td>Aged Accounts Receivable</td>
<td>Level of Effort</td>
</tr>
<tr>
<td>Collections</td>
<td>Perceived as a team player/attitude</td>
</tr>
<tr>
<td>Marketing/Sales Results</td>
<td>Ownership</td>
</tr>
<tr>
<td>Marketing/Sales Effort</td>
<td></td>
</tr>
</tbody>
</table>

**Participates in determining the payments**

- Principals/Owners
- Sr. Leadership

**Final approval in determining the payments?**

- Principals/owners

**Eligibility**

- Principals/owners
- Non-Titled Technical Staff
- Associates and Senior Associates
- Administrative Staff
- Project Managers

**Non-salaried employees eligible for payment**

- Yes

**Frequency of payments**

- Annual
Firm Profile # 68 Architecture/ Interior Design

Total payment in each category
- Principals/Owners: $4,090,000
- Associates and Senior Associates: $957,700
- Project Managers: $21,461
- Non-titled Technical Staff: $475,169
- Administrative Staff: $5,429

Number Receiving Payment in Each Category
- Principals/Owners: 10
- Associates and Senior Associates: 59
- Project Managers: 11
- Non-titled Technical Staff: 185
- Administrative Staff: 39

Highest payment to an individual in each category
- Principals/Owners: $1,100,000
- Associates and Senior Associates: $40,000
- Project Managers: $5,400
- Non-titled Technical Staff: $7,000
- Administrative Staff: $3,653

Years the plan has been in place: 30

Percentage of increase/ decrease over the prior year: 6%-10% Decrease
# Firm Profile # 69 Architecture Interior Design

**Primary practice area**  
Architecture/Interior Design

**Employees**
- Technical: 66
- Administrative: 17

**Owners, Partners or Stockholders**
- 3

**Technical Staff Mix**
- Principals: 5
- Associates and Senior Associates: 6
- Profit Center/Branch Office Managers: 2
- Project Managers: 13
- Non-Titled Technical Staff: 40

**Administrative Staff Mix**
- Accounting: 3
- Administrative Assistants: 7
- Facilities: 1
- Marketing/Public Relations (dedicated staff): 4

**Total Staff**: 83

**State headquarters**
- Washington

**States with offices**
- Washington

**States with active projects**
- California
- Colorado
- Idaho
- Michigan
- Montana
- Nebraska
- Oregon
- Washington

**Percentage of Net Revenue from Private Sector Clients**: 100%

**Annual Net Revenue**: $11,682,000

**Gross Payroll before Incentive/ Bonus Payments**: $5,976,000

**Profit before Incentive/ Bonus Payments and Taxes**: $1,928,000

**Type of cash payment incentive and bonus plans**: Incentive/bonus plan

**Amount paid in the last fiscal year under each plan**
- Annual Incentive/Bonus plan: $675,000

**Number of employees receiving payments**
- Annual Incentive/Bonus plan: 80
Firm Profile # 69 Architecture Interior Design

Non-cash payment incentive and bonus plans: Additional Time off

Dollar cost under each plan: Additional time off $14,000

Firm refers to plan as: Incentive Plan

Percentage of the distribution criteria that is
Objective 75%
Subjective 25%

Criteria is used to determine payments
Company Profits Level of Effort
Profit Center Profits Salary
Collections Years of Service
marketing/Sales Results Ownership
Design ability/Contribution

Participates in determining the payments
Principals/Owners
Profit Center managers

Final approval in determining the payments?
Principals/Owners

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Profit Center managers
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Quarterly

Total payment in each category
Principals/Owners $400,000
Associates and Senior Associates $37,000
Profit Center/Branch Office Managers $22,000
Project Managers $55,000
Non-titled Technical Staff $138,000
Administrative Staff $23,000
# Firm Profile # 69 Architecture Interior Design

**Number Receiving Payment in Each Category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>5</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>6</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>2</td>
</tr>
<tr>
<td>Project Managers</td>
<td>12</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>39</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>16</td>
</tr>
</tbody>
</table>

**Highest payment to an individual in each category**

<table>
<thead>
<tr>
<th>Category</th>
<th>Payment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals/Owners</td>
<td>$100,000</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>$22,000</td>
</tr>
<tr>
<td>Profit Center/Branch Office Managers</td>
<td>$14,000</td>
</tr>
<tr>
<td>Project Managers</td>
<td>$6,000</td>
</tr>
<tr>
<td>Non-titled Technical Staff</td>
<td>$4,800</td>
</tr>
<tr>
<td>Administrative Staff</td>
<td>$6,000</td>
</tr>
</tbody>
</table>

**Years the plan has been in place**

- 5

**Percentage of increase/ decrease over the prior year**

- 0% Increase/Decrease
**Firm Profile # 70 Landscape Architecture**

### Primary practice area
Landscape Architecture

### Employees

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>28</td>
</tr>
<tr>
<td>Administrative</td>
<td>8</td>
</tr>
</tbody>
</table>

### Owners, Partners or Stockholders
1

### Technical Staff Mix

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Associates and Senior Associates</td>
<td>3</td>
</tr>
<tr>
<td>Project Managers</td>
<td>8</td>
</tr>
<tr>
<td>Non-Titled Technical Staff</td>
<td>16</td>
</tr>
</tbody>
</table>

### Administrative Staff Mix

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>1</td>
</tr>
<tr>
<td>Administrative Assistants</td>
<td>4</td>
</tr>
<tr>
<td>Marketing/Public Relations (dedicated staff)</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>1</td>
</tr>
</tbody>
</table>

### Total Staff
36

### State headquarters
Maryland

### States with offices
Maryland

### States with active projects
- Rhode Island
- South Carolina
- Virginia
- Delaware
- District of Columbia
- Maryland
- Pennsylvania

### Percentage of Net Revenue from Private Sector Clients
95%

### Percentage of Net Revenue from Public Sector Clients
5%

### Percentage of Public Sector Net Revenue by Source
- Municipal: 100%

### Annual Net Revenue
$4,020,800

### Gross Payroll before Incentive/ Bonus Payments
$2,466,000

### Profit before Incentive/ Bonus Payments and Taxes
$283,000

### Type of cash payment incentive and bonus plans
- Incentive/Bonus Plan
- Spot bonus

### Amount paid in the last fiscal year under each plan

<table>
<thead>
<tr>
<th>Plan</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>$75,000</td>
</tr>
<tr>
<td>Special Recognition or Spot Bonus</td>
<td>$5,000</td>
</tr>
</tbody>
</table>

### Number of employees receiving payments

<table>
<thead>
<tr>
<th>Plan</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual Incentive/Bonus plan</td>
<td>36</td>
</tr>
</tbody>
</table>

### Non-cash payment incentive and bonus plans
- Additional paid time off
Firm Profile # 70 Landscape Architecture

Dollar cost under each plan
Additional paid time off $12,001

Firm refers to plan as:
Bonus Plan

Percentage of the distribution criteria that is
Objective 65%
Subjective 35%

Criteria is used to determine payments
Company Profits
Aged Accounts Receivable
Collections
Level of Effort
Salary

Participates in determining the payments
Principals/Owners

Final approval in determining the payments?
Principals/Owners

Eligibility
Principals/Owners
Assoc. and Senior Assoc.
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment
Yes

Frequency of payments
Annual

Total payment in each category
Principals/Owners $20,000
Associates and Senior Associates $5,000
Project Managers $16,000
Non-titled Technical Staff $30,000
Administrative Staff $4,000

Number Receiving Payment in Each Category
Principals/Owners 1
Associates and Senior Associates 2
Project Managers 8
Non-titled Technical Staff 15
Administrative Staff 8

Highest payment to an individual in each category
Principals/Owners $20,000
Associates and Senior Associates $2,500
Project Managers $3,500
Non-titled Technical Staff $1,500
Administrative Staff $750

Years the plan has been in place

Percentage of increase/ decrease over the prior year 16%-20% Decrease
## Firm Profile # 71 Landscape Architecture

**Primary practice area**  
Landscape Architecture

**Employees**

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Technical</td>
<td>16</td>
</tr>
<tr>
<td>Administrative</td>
<td>3</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

<table>
<thead>
<tr>
<th>Role</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-Titled Technical Staff</td>
<td>11</td>
</tr>
<tr>
<td>Principals</td>
<td>1</td>
</tr>
<tr>
<td>Project Managers</td>
<td>4</td>
</tr>
<tr>
<td>Technical Staff</td>
<td>1</td>
</tr>
<tr>
<td>Administratives</td>
<td>2</td>
</tr>
</tbody>
</table>

**State headquarters**  
New Jersey

**States with offices**  
New Jersey

**States with active projects**  
New Jersey  
Pennsylvania

**Percentage of Net Revenue from Private Sector Clients**  
65%

**Percentage of Net Revenue from Public Sector Clients**  
35%

**Percentage of Public Sector Net Revenue by Source**

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Municipal</td>
<td>50%</td>
</tr>
<tr>
<td>State</td>
<td>50%</td>
</tr>
</tbody>
</table>

**Annual Net Revenue**  
$2,816,800

**Gross Payroll before Incentive/ Bonus Payments**  
$1,263,500

**Profit before Incentive/ Bonus Payments and Taxes**  
$113,000

**Type of cash payment incentive and bonus plans**  
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**  
$35,000

**Number of employees receiving payments**  
19

**Non-cash payment incentive and bonus plans**  
None

**Firm refers to plan as:**  
Bonus Plan
Firm Profile # 71 Landscape Architecture

Percentage of the distribution criteria that is
Objective 0%
Subjective 100%

Criteria is used to determine payments
Company Profits
Collections
Design ability/contribution
Level of Effort

Participates in determining the payments Principals/Owners
Final approval in determining the payments? Principals/Owners
Eligibility
Principal/Owners
Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment Yes

Frequency of payments Annual

Total payment in each category
Project Managers $20,000
Non-titled Technical Staff $13,200
Administrative Staff $1,800

Number Receiving Payment in Each Category
Project Managers 4
Non-titled Technical Staff 11
Administrative Staff 2

Highest payment to an individual in each category
Project Managers $8,000
Non-titled Technical Staff $2,200
Administrative Staff $800

Years the plan has been in place $14

Percentage of increase/ decrease over the prior year >20% Decrease
Firm Profile # 72 Landscape Architecture

Primary practice area: Landscape Architecture

Employees:
- Technical: 8
- Administrative: 2

Owners, Partners or Stockholders: 2

Technical Staff Mix:
- Principals: 2
- Project Managers: 2
- Non-Titled Technical Staff: 4

Administrative Staff Mix:
- Administrative Assistants: 1
- Marketing/Public Relations (dedicated staff): 1

Total Staff: 10

State headquarters: Massachusetts

States with offices: Massachusetts

States with active projects: Massachusetts

Percentage of Net Revenue from Private Sector Clients: 75%

Percentage of Net Revenue from Public Sector Clients: 25%

Percentage of Public Sector Net Revenue by Source:
- Municipal: 100%

Annual Net Revenue: $1,420,000

Gross Payroll before Incentive/ Bonus Payments: $774,000

Profit before Incentive/ Bonus Payments and Taxes: $107,000

Type of cash payment incentive and bonus plans:
- Year end or holiday bonus
- Spot Bonus

Amount paid in the last fiscal year under each plan:
- Year End or Holiday Bonus: $30,000
- Special Recognition or Spot Bonus: $500

Number of employees receiving payments:
- Year End or Holiday Bonus: 10
- Special Recognition or Spot Bonus: 1

Non-cash payment incentive and bonus plans: None

Firm refers to plan as: Bonus

Percentage of the distribution criteria that is:
- Objective: 0%
- Subjective: 100%
Firm Profile # 72 Landscape Architecture

Criteria is used to determine payments
Company Profits  Salary
Collections  Years of Service
Level of Effort

Participates in determining the payments  Principals/Owners
Final approval in determining the payments?  Principals/Owners
Eligibility
Principal/Owners

Project Managers
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment  Yes

Frequency of payments  Annual

Total payment in each category
Principal/Owners  $12,000
Project Managers  $7,500
Non-titled Technical Staff  $4,000
Administrative Staff  $1,500

Number Receiving Payment in Each Category
Principal/Owners  2
Project Managers  2
Non-titled Technical Staff  4
Administrative Staff  2

Highest payment to an individual in each category
Principal/Owners  $6,000
Project Managers  $5,000
Non-titled Technical Staff  $1,000
Administrative Staff  $750

Years the plan has been in place  2
Percentage of increase/decrease over the prior year  >20% Decrease
### Firm Profile # 73 Landscape Architecture

**Primary practice area**  
Landscape Architecture

**Employees**

<table>
<thead>
<tr>
<th>Technical</th>
<th>4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>1</td>
</tr>
</tbody>
</table>

**Owners, Partners or Stockholders**

**Technical Staff Mix**

| Principals | 1 |
| Non-Titled Technical Staff | 3 |

**Administrative Staff Mix**

| Accounting | 1 |

**Total Staff**  
5

**State headquarters**  
Connecticut

**States with offices**  
Connecticut

**States with active projects**  
Connecticut

**Percentage of Net Revenue from Private Sector Clients**  
100%

**Annual Net Revenue**  
$873,000

**Gross Payroll before Incentive/ Bonus Payments**  
$320,000

**Profit before Incentive/ Bonus Payments and Taxes**  
$167,200

**Type of cash payment incentive and bonus plans**  
Year End or Holiday Bonus

**Amount paid in the last fiscal year under each plan**

| Year End or Holiday Bonus | $45,000 |

**Number of employees receiving payments**  
5

**Non-cash payment incentive and bonus plans**  
None

**Percentage of the distribution criteria that is**

| Objective | 0% |
| Subjective | 100% |
Firm Profile # 73 Landscape Architecture

Criteria is used to determine payments
Company Profits          Level of Effort
Hours Worked            Salary
Design Ability/Contribution Ownership

Participates in determining the payments: Principals/Owners
Final approval in determining the payments: Principals/Owners

Eligibility
Principals/Owners
Non-Titled Technical Staff
Administrative Staff

Non-salaried employees eligible for payment: Yes

Frequency of payments: Annual

Total payment in each category
Principals/Owners: $3,100
Non-titled Technical Staff: $12,000
Administrative Staff: $2,000

Number Receiving Payment in Each Category
Principals/Owners: 1
Non-titled Technical Staff: 3
Administrative Staff: 1

Highest payment to an individual in each category
Principals/Owners: $31,000
Non-titled Technical Staff: $4,000
Administrative Staff: $2,000

Years the plan has been in place: 1
Percentage of increase/decrease over the prior year: 0% Increase/Decrease
Appendix A

Survey Questionnaire
Please Complete and Return this Confidential Survey Before March 31, 2009

Please Read These Instructions Before Starting the Survey

This confidential benchmark survey is exclusively for Architecture, Engineering, Environmental and Interior Design firms. The person completing the survey must have access to incentive compensation and bonus payments. If you are not this person - please forward this survey to the appropriate person in your company.

Please read through all of the survey questions before starting the survey. Most of the questions in the survey are relatively easy and it should only take an hour or so to complete the entire survey.

General Survey Rules
1. Please answer all of the questions.
2. The survey can be completed as follows
   a. (preferred) Print and complete the PDF file and fax or mail
2. Do not include cents in your answers
3. Rounding is okay - guessing is not okay
4. Please feel free to add your comments

What You Get For Participating
All survey participants are entitled to receive a copy of the benchmark survey results for only $49. The final survey results will be priced at $225 for non-participants. Please see the order form at the end of the survey.

AEC Management Solutions, Inc.
183 Higgins Road
Matawan, NJ 07747
Tel. 732.705.5098
Fax: 732-879-0205
survey@aecmanagementsolutions.com
www.aecmanagementsolutions.com
Information about Your Firm

1. Which of the following best describes your firm? (Check One)
   a. Architecture
   b. Engineering
   c. Interior Design
   d. A/E Architecture/Engineering
   e. E/A Engineering/Architecture
   f. A/I Architecture/Interior Design
   g. Engineering Survey
   h. Environmental
   i. Landscape Architecture
   j. Other________________

2. Total Employees in your firm
   a. Technical Staff
   b. Administrative Staff

3. Number of Owners, Partners or Stockholders

4. Number of Technical Staff
   a. Principals
   b. Associates and Senior Associates
   c. Profit Center/Branch Office Managers
   d. Project Managers
   e. Non-Titled Technical Staff

5. Number of Administrative/Support Staff
   a. Accounting
   b. Administrative Assistants
   c. Facilities
   d. Marketing/Public Relations (dedicated staff)
   e. Print Room
   f. Other (specify)_____________________________

6. In which State is your main office or headquarters
   (check one)
   - Alabama
   - Alaska
   - Arizona
   - Arkansas
   - California
   - Colorado
   - Connecticut
   - Delaware
   - District of Columbia
   - Florida
   - Georgia
   - Hawaii
   - Idaho
   - Illinois
   - Indiana
   - Iowa
   - Kansas
   - Kentucky
   - Louisiana
   - Maine
   - Maryland
   - Massachusetts
   - Michigan
   - Minnesota
   - Mississippi
   - Missouri
   - Montana
   - Nebraska
   - Nevada
   - New Hampshire
   - New Jersey
   - New Mexico
   - New York
   - North Carolina
   - North Dakota
   - Ohio
   - Oklahoma
   - Oregon
   - Pennsylvania
   - Rhode Island
   - South Carolina
   - South Dakota
   - Tennessee
   - Texas
   - Utah
   - Vermont
   - Virginia
   - Washington
   - West Virginia
   - Wisconsin
   - Wyoming

7. States in which you have offices
   (check all that apply)
## States in which you have active projects
(check all that apply)

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<thead>
<tr>
<th>Alabama</th>
<th>Illinois</th>
<th>Montana</th>
<th>Rhode Island</th>
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<tr>
<td>Idaho</td>
<td>Missouri</td>
<td>Pennsylvania</td>
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</tr>
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</table>

9. Percentage of Net Revenue from Private Sector Clients

10. Percentage of Net Revenue from Public Sector Clients

11. Percentage of Public Sector Net Revenue by Source (should total 100%)
   a. Municipal
   b. State
   c. Federal

12. Annual Net Revenue (Total Revenue less Non-Labor Project Expenses)

13. Annual Gross Payroll before Incentive/Bonus Payments

14. Net Profit Before Incentive/Bonus Payments and Taxes
## Incentive and Bonus Plans

15. **What type of cash payment incentive and bonus plans are in place?**  
   *(check all that apply)*  
   a. Annual incentive/bonus plan  
   b. Project based bonus  
   c. Year-end or holiday Bonus  
   d. Special recognition or spot bonus  
   e. Seniority (years of service) bonus  
   f. Other (describe)___________________________________________  
   g. None  

16. **What was the total dollar amount paid in the last fiscal year under each plan?**  
   a. Annual incentive/bonus plan  
   b. Project based bonus  
   c. Year-end or holiday Bonus  
   d. Special recognition or spot bonus  
   e. Seniority (years of service) bonus  
   f. Other (describe)___________________________________________  
   g. None  

17. **How many employees received payments in the last fiscal year under each plan?**  
   a. Annual incentive/bonus plan  
   b. Project based bonus  
   c. Year-end or holiday Bonus  
   d. Special recognition or spot bonus  
   e. Seniority (years of service) bonus  
   f. Other (describe)___________________________________________  
   g. None  

18. **What type of non-cash payment incentive and bonus plans are in place?**  
   *(check all that apply)*  
   a. Additional paid time off  
   b. Gift Cards  
   c. Travel benefits  
   d. Other (describe)___________________________________________  
   e. None  

19. **What was the total dollar cost in the last fiscal year under each plan?**  
   a. Additional paid time off  
   b. Gift Cards  
   c. Travel benefits
The following questions pertain to the annual incentive/bonus plan only

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<thead>
<tr>
<th>Question</th>
<th>Options</th>
<th>Details</th>
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<td>20. Does your firm refer to the plan as an incentive plan or bonus plan</td>
<td>(check one)</td>
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<tr>
<td></td>
<td>a. Incentive Plan</td>
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</tr>
<tr>
<td></td>
<td>b. Bonus Plan</td>
<td></td>
</tr>
<tr>
<td>21. What is the percentage of the distribution criteria is</td>
<td>a. Objective (based upon statistical data and no supervisor opinion/judgment)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Subjective (based upon supervisor opinion/judgment)</td>
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<tr>
<td>22. What criteria is used to determine incentive/bonus payments?</td>
<td>(check all that apply)</td>
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<tr>
<td></td>
<td>a. Company Profits</td>
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<td></td>
<td>b. Profit Center Profits</td>
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<tr>
<td></td>
<td>c. Project Profits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>d. Utilization Rate</td>
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<td></td>
<td>e. Overhead Rate</td>
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<tr>
<td></td>
<td>f. Net Multiplier</td>
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</tr>
<tr>
<td></td>
<td>g. Gross Payroll Multiplier</td>
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</tr>
<tr>
<td></td>
<td>h. Aged Accounts Receivable</td>
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</tr>
<tr>
<td></td>
<td>i. Collections</td>
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<td></td>
<td>j. Marketing/Sales Results</td>
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</tr>
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<td></td>
<td>k. Marketing/Sales Efforts</td>
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<td>l. Hours worked</td>
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<td></td>
<td>m. Design ability/contribution</td>
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<tr>
<td></td>
<td>n. Level of effort</td>
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<tr>
<td></td>
<td>o. Perceived as a team player/attitude</td>
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<td></td>
<td>p. Salary</td>
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<td></td>
<td>q. Years of Service</td>
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<tr>
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<td>r. Ownership</td>
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<tr>
<td></td>
<td>s. Other (specify)</td>
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</tbody>
</table>

23. Who participates in the determining the incentive/bonus payments
   (check all that apply)
<table>
<thead>
<tr>
<th>Options</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

24. Who has final approval in the determining an employees incentive/bonus payment
   (check only one)
<table>
<thead>
<tr>
<th>Options</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>
25. Who is eligible for an incentive/bonus payment? (check all that apply)
   a. Principals/Owners
   b. Associates and Senior Associates
   c. Profit Center/Branch Office Managers
   d. Project Managers
   e. Non-Titled Technical Staff
   f. Administrative Staff

26. Are non-salaried employees eligible for an incentive/bonus payment? (check one)
   a. Yes
   b. No

27. What is the frequency of incentive/bonus payments? 
   a. Annual
   b. Quarterly
   c. Monthly
   d. Other

28. What was the average incentive/bonus payment for each employee type? 
   a. Principals/Owners
   b. Associates and Senior Associates
   c. Profit Center/Branch Office Managers
   d. Project Managers
   e. Non-Titled Technical Staff
   f. Administrative Staff

29. What was the highest incentive/bonus paid to an individual in each category?
   a. Principals/Owners
   b. Associates and Senior Associates
   c. Profit Center/Branch Office Managers
   d. Project Managers
   e. Non-Titled Technical Staff
   f. Administrative Staff

30. How many years has incentive/bonus plan been in place?
31. What was the incentive payment percentage of increase/decrease over the previous year? (Check One)
   a. >20% Increase
   b. 16% - 20% Increase
   c. 11% - 15% Increase
   d. 6% - 10% Increase
   e. 1% - 5% Increase
   f. 0% Increase/Decrease
   g. 1% - 5% Decrease
   h. 6% - 10% Decrease
   i. 11% - 15% Decrease
   j. 16% - 20% Decrease
   k. >20% Decrease

The Survey is Complete
Thank you for participating in the Incentive Compensation and Bonus Benchmark Survey
Please send the completed survey to:

E-Mail to: survey@aecmanagementsolutions.com
Fax to: 732-879-0205
Mail to:
Survey
AEC Management Solutions, Inc.
183 Higgins Road
Matawan, NJ 07747
Order Form:

☐ Yes. I have completed the survey and would like to receive the Benchmark Survey Report for the
  survey participant price of $49 - a savings of over $175

☐ No. I have not completed the survey, but would like to receive the Benchmark Survey Report
  at the pre-publication price of $125 - a savings of $100

2009 Incentive Compensation and Bonus Benchmark Survey
Sales Tax for NJ Addresses at 7%
Total

Payment Method:

☐ Visa
☐ MasterCard
☐ American Express
☐ Check enclosed

Cardholder Card #

Expiration Date Signature

Ship To:

Name

Company

Street

City State Zip

Phone e-mail

Return Order Form to:
Survey
AEC Management Solutions, Inc.
183 Higgins Road
Matawan, NJ 07747

Fax: 732-879-0205
survey@aecmanagementsolutions.com
Appendix B
Survey Database
## Primary Practice Area

<table>
<thead>
<tr>
<th>Answer Options</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture</td>
<td>31.8%</td>
<td>54</td>
</tr>
<tr>
<td>Engineering</td>
<td>24.7%</td>
<td>42</td>
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<tr>
<td>Interior Design</td>
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<tr>
<td>A/E Architecture/Engineering</td>
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<tr>
<td>E/A Engineering/Architecture</td>
<td>2.4%</td>
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<td>A/I Architecture/Interior Design</td>
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<tr>
<td>Engineering Survey</td>
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<tr>
<td>Environmental</td>
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<tr>
<td>Landscape Architecture</td>
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<tr>
<td>Total</td>
<td>100%</td>
<td>172</td>
</tr>
</tbody>
</table>

### Primary Practice Area

- **Architecture**: 31.8%, 54 responses
- **Engineering**: 24.7%, 42 responses
- **Interior Design**: 10.6%, 18 responses
- **A/E Architecture/Engineering**: 7.1%, 12 responses
- **E/A Engineering/Architecture**: 2.4%, 4 responses
- **A/I Architecture/Interior Design**: 9.4%, 16 responses
- **Engineering Survey**: 3.5%, 7 responses
- **Environmental**: 5.9%, 10 responses
- **Landscape Architecture**: 4.7%, 9 responses
- **Total**: 100%, 172 responses
<table>
<thead>
<tr>
<th>State Headquarters</th>
<th>Response Percent</th>
<th>Response Count</th>
</tr>
</thead>
<tbody>
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**Total** 172
## States with Offices

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**Total** 222
States with Active Projects

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