

## Benchmarking Survey

### ACEC New York NYC-Metro Benchmarking Survey

The NYC-Metro area Benchmarking Survey, and the resulting summary and conference, is provided by ACEC New York as a value-added service to its members.

The purpose of this survey is to compile, analyze, and summarize the most relevant operating and financial metrics, and associated Key Performance Indicators (KPIs) for NYC-Metro area engineering/consulting firms in order to provide actionable insights that firm leaders can use to improve financial circumstances, manage risk, and to more effectively address their most pressing leadership and management challenges.

The information in this survey will enable us to generate a presentation that highlights and 'benchmarks' firm performance and corresponding KPIs for NYC-Metro area E/C firms, in the following areas:

- Revenue & Growth
- Productivity & Profitability
- Overhead Factors
- Balance Sheet & Working Capital
- Ownership, Leadership & Transition
- Risk Management – Project, Financial, Digital/Cyber
- Tax Planning and Strategy
- NYC-Metro Opinion Survey & Market Observations

Our findings will provide firm leaders with the quantitative information they need to efficiently and effectively make, communicate, and defend key leadership and management decisions.

Please allow yourself ample time to complete (estimated completion time is 45 minutes to an hour).

**Note:** Your data will be kept private and will not be accessible to any parties outside of ACEC New York. During the report process, all data will be screened by ACEC New York staff, and each submission will be randomly assigned a number. Once this survey is complete, all data will be kept securely in its redacted form. For more information on the security of your data during the survey process, visit [SurveyMonkey's Security Statement](#).

## Benchmarking Survey

### Firm Profile

**Please answer these questions based on your 'current' work (e.g. 2018 and 2019).**

Please provide the % of gross revenues for each of the following SERVICES. Only provide percentages for services that your firm provides. (Please enter a whole number. Numbers must add up to 100%.)

Engineering	<input type="text"/>
Architecture	<input type="text"/>
Program/Construction Management	<input type="text"/>
Planning/Surveying	<input type="text"/>
Inspection	<input type="text"/>
Other	<input type="text"/>

The fastest growing services at our firm are:

The slowest growing/shrinking services at our firm are:

The most profitable services/niches at our firm are:

The least profitable services at our firm are:

Please provide the % of gross revenues for each of the following PROJECT TYPES. Only provide percentages for services that your firm provides. (Please enter a whole number. Numbers must add up to 100%.)

Studies, Research and  
Consulting Engineering  
Services

Building/Technology  
Systems

Structural Systems

Surveying and Mapping  
Technology

Environmental

Waste and Storm Water

Water Resources

Transportation

Energy

Industrial and  
Manufacturing Processes  
and Facilities

Other

The fastest growing project types for our firm are:

The slowest growing/shrinking project types at our firm are:

The most profitable project types at our firm are:

The least profitable project types for our firm are:

Please provide the % of gross revenues for each of the following CLIENT TYPES. Only provide percentages for services that your firm provides. (Please enter a whole number. Numbers must add up to 100%.)

Private commercial

Private institutional

Federal

State and Municipal  
(includes public schools  
and authorities)

Other

The fastest growing client categories for our firm are:

The slowest growing/shrinking client categories for our firm are:

The most profitable client categories for our firm are:

The least profitable client categories for our firm are:

Our single largest client represents \_\_\_\_% of our gross revenues. (Please enter a whole number.)

Our firm earns \_\_\_\_% of gross revenues in the NYC-Metro area. (Please enter a whole number.)

Compared to other geographies where we do business, our NYC-Metro business is:

☐ More profitable

☐ Less profitable

Our firm earns \_\_\_\_% gross revenues in the non-metro tri-state area (NY, NJ, CT) (Please enter a whole number.)

Our firm earns \_\_\_\_% gross revenues in the U.S. outside of the tri-state area. (Please enter a whole number.)

Our firm earns \_\_\_\_% gross revenues outside of the U.S. (international). (Please enter a whole number.)

The fastest growing geographies for our firm are:

The slowest growing/shrinking geographies for our firm are:

The most profitable geographies for our firm are:

The least profitable geographies for our firm are:

## Benchmarking Survey

### Financial Statement Benchmarking – Just the Essentials – Profit and Loss

*Most of the information requested will be on your company's financial statements.*

#### Definitions & Instructions

**FTE:** Full Time Equivalents

**Gross Revenue:** Total Revenues INCLUDING sub-consultants and direct reimburseables

**Net Revenue:** Gross Revenues MINUS sub-consultants and direct reimburseables

**Direct Labor** portion of total salaries that ARE chargeable to clients

Indirect Labor portion of total salaries that are NOT chargeable to clients

*Note: Verify that 'bonuses' are NOT included in Indirect labor.*

**Fringe Benefits** e.g. insurance, payroll taxes, etc.

**Pension Expense** e.g. 401k, ESOP contributions, etc.

**Other Overhead** e.g., rent, utilities, travel, computers, software license fees, etc.

**Pre-Bonus, Operating Profit** amount left over after subtracting the 5 categories of Expenses from Net Revenue

#### Note re: Where does the Pre-Bonus Operating Profit Go?

The sum of the 4 categories of 'Distribution of Pre-Bonus, Operating Profit' MUST add up to the Pre-Bonus, Operating Profit.

Please provide the following STAFFING information for 2016. (Please enter whole numbers.)

Total Staff (FTE)

Total Professional Staff (FTE)

Staff (FTE) NYC Metro Only

Professional Staff (FTE) NYC Metro Only

Please provide the following STAFFING information for 2017. (Please enter whole numbers.)

Total Staff (FTE)

Total Professional Staff (FTE)

Staff (FTE) NYC Metro Only

Professional Staff (FTE) NYC Metro Only

Please provide the following STAFFING information for 2018. (Please enter whole numbers.)

Total Staff (FTE)

Total Professional Staff (FTE)

Staff (FTE) NYC Metro Only

Professional Staff (FTE) NYC Metro Only

Please provide the following REVENUES information for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Gross Revenue

Net Revenue

Please provide the following REVENUES information for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Gross Revenue

Net Revenue

Please provide the following REVENUES information for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Gross Revenue

Net Revenue

Please provide the following EXPENSES information for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Direct Labor

Indirect Labor

Fringe Benefits

Pension Expense

Other Overhead

Total Expenses (from above)

Please provide the following EXPENSES information for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Direct Labor

Indirect Labor

Fringe Benefits

Pension Expense

Other Overhead

Total Expenses (from above)



Please provide the following EXPENSES information for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Direct Labor

Indirect Labor

Fringe Benefits

Pension Expense

Other Overhead

Total Expenses (from above)

Please provide the following information on PRE-BONUS OPERATING PROFIT for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Please provide the following information on PRE-BONUS OPERATING PROFIT for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Please provide the following information on PRE-BONUS OPERATING PROFIT for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Please provide the following information on DISTRIBUTION OF PRE-BONUS, OPERATING PROFIT for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Bonus to Non-Owners

Bonus to Owners

Profit distributed to Owners

Profit retained in the Company

Please provide the following information on DISTRIBUTION OF PRE-BONUS, OPERATING PROFIT for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Bonus to Non-Owners

Bonus to Owners

Profit distributed to Owners

Profit retained in the Company

Please provide the following information on DISTRIBUTION OF PRE-BONUS, OPERATING PROFIT for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Bonus to Non-Owners

Bonus to Owners

Profit distributed to Owners

Profit retained in the Company

Please provide the following information on ASSETS for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Cash

Accounts Receivable

Allowance for Doubtful Accounts

Fees Earned - Not Billed

Other Assets

TOTAL CURRENT ASSETS

LONG-TERM ASSETS

TOTAL ASSETS

Please provide the following information on ASSETS for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Cash

Accounts Receivable

Allowance for Doubtful Accounts

Fees Earned - Not Billed

Other Assets

TOTAL CURRENT ASSETS

LONG-TERM ASSETS

TOTAL OVERALL ASSETS

Please provide the following information on ASSETS for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Cash

Accounts Receivable

Allowance for Doubtful Accounts

Fees Earned - Not Billed

Other Assets

TOTAL CURRENT ASSETS

LONG-TERM ASSETS

TOTAL OVERALL ASSETS

Please provide the following information on LIABILITIES & EQUITY for 2016. (Please enter a whole number, rounded to the nearest dollar.)

Line of Credit

Accounts Payable & Accrued Expenses

Fees Billed - Not Earned

Current Portion of Long-Term Debt

TOTAL CURRENT LIABILITIES

Long-Term Debt (net of current portion)

Deferred Income Tax Payable

Deferred Rent/Landlord Reimbursement

Other Long-Term Liabilities

TOTAL LONG-TERM LIABILITIES

EQUITY

TOTAL LIABILITIES & EQUITY

Please provide the following information on LIABILITIES & EQUITY for 2017. (Please enter a whole number, rounded to the nearest dollar.)

Line of Credit

Accounts Payable & Accrued Expenses

Fees Billed - Not Earned

Current Portion of Long-Term Debt

TOTAL CURRENT LIABILITIES

Long-Term Debt (net of current portion)

Deferred Income Tax Payable

Deferred Rent/Landlord Reimbursement

Other Long-Term Liabilities

TOTAL LONG-TERM LIABILITIES

EQUITY

TOTAL LIABILITIES & EQUITY

Please provide the following information on LIABILITIES & EQUITY for 2018. (Please enter a whole number, rounded to the nearest dollar.)

Line of Credit

Accounts Payable & Accrued Expenses

Fees Billed - Not Earned

Current Portion of Long-Term Debt

TOTAL CURRENT LIABILITIES

Long-Term Debt (net of current portion)

Deferred Income Tax Payable

Deferred Rent/Landlord Reimbursement

Other Long-Term Liabilities

TOTAL LONG-TERM LIABILITIES

EQUITY

TOTAL LIABILITIES & EQUITY



## Benchmarking Survey

### Top 5 Executive Compensation

**Please provide the following compensation information for your firm's top 5 executives for your firm's last full operating year.**

Executive #1 (For dollar amounts, please enter a whole number, rounded to the nearest dollar.)

Title

Salary

Performance Bonus

Ownership-Related  
Bonus/Distribution

Value of Additional  
Benefits and "Perks"

% of Equity Owned

Executive #2 (For dollar amounts, please enter a whole number, rounded to the nearest dollar.)

Title

Salary

Performance Bonus

Ownership-Related  
Bonus/Distribution

Value of Additional  
Benefits and "Perks"

% of Equity Owned

**Executive #3 (For dollar amounts, please enter a whole number, rounded to the nearest dollar.)**

Title

Salary

Performance Bonus

Ownership-Related  
Bonus/Distribution

Value of Additional  
Benefits and "Perks"

% of Equity Owned

**Executive #4 (For dollar amounts, please enter a whole number, rounded to the nearest dollar.)**

Title

Salary

Performance Bonus

Ownership-Related  
Bonus/Distribution

Value of Additional  
Benefits and "Perks"

% of Equity Owned

**Executive #5 (For dollar amounts, please enter a whole number, rounded to the nearest dollar.)**

Title

Salary

Performance Bonus

Ownership-Related  
Bonus/Distribution

Value of Additional  
Benefits and "Perks"

% of Equity Owned

## Benchmarking Survey

### Risk Management

**What do you see as the top 3 risks facing your firm, and how is your firm trying to manage these risks?**

Risk #1

Risk

How is your firm managing Risk #1?

Risk #2

Risk

How is your firm managing Risk #2?

Risk #3

Risk

How is your firm managing Risk #3?

Please indicate whether your firm has formal, structured processes for the following:

Deciding on projects to bid, final project acceptance, and contract review?

☐ Yes

☐ No

Assessing credit-worthiness of clients before project acceptance?

☐ Yes

☐ No

Obtaining client approval prior to performing out-of-scope work?

☐ Yes

☐ No

Tracking project variances ('write-downs' and 'write-ups') and investigating unusual ones?

☐ Yes

☐ No

If you tracked variances, in 2018, what were your net project variances, firm-wide, as a percentage of net revenues ? Use whole numbers only and indicate positive or negative (+% or -%).

Formal evaluation of the firm's internal controls and efficiencies?

☐ Yes

☐ No

Definition of and segregation of responsibilities between project management personnel and financial personnel?

☐ Yes

☐ No

If so, is this properly documented?

Projecting and monitoring firm cash flows, budgets and key performance indicators?

☐ Yes

☐ No

Formal evaluation of the firm's insurance coverage and adequacy, including compliance with the requirements of the policies (so that claims, when made, will be approved)?

☐ Yes

☐ No

Protecting the firm's and client's digital information and evaluation of the firm's cyber practices?

☐ Yes

☐ No

Do you have a formal Risk Management Committee?

☐ Yes

☐ No

If yes, how often does it meet?

## Benchmarking Survey

### Tax Planning & Strategy

My firm's tax structure is:

- ☐ "C" Corp
- ☐ "S" Corp
- ☐ Partnership
- ☐ Other

Do you have a multi-company structure?

- ☐ Yes
- ☐ No

Does your firm periodically evaluate whether or not its current structure is the most tax efficient for your specific needs?

- ☐ Yes
- ☐ No
- ☐ When was this evaluation last performed? (Please provide the year)

Is your firm's tax accounting method the same or different from your financial statement accounting method?

- ☐ Same
- ☐ Different

If different, what type of tax deferrals?

Does your firm monitor its tax and financial accounting income?

- ☐ Yes
- ☐ No

Overall, in the last three (3) years, the deferrals for your firm have been:

- ☐ Increasing
- ☐ Decreasing
- ☐ The Same

In 2018, as a percentage of net revenues, what were the tax deferrals for your firm?

Has your firm conducted a formal evaluation and quantification of eligibility for tax credits?

- ☐ Yes
- ☐ No

If your firm does a formal evaluation for tax credits, which credits do you evaluate for (select all that apply)?

- ☐ Federal R&D
- ☐ State credits and incentives
- ☐ Section 199/199A

How did the federal tax reform of 2018 impact your firm's overall tax position?

- ☐ Made it better
- ☐ Made it worse
- ☐ No change

## Benchmarking Survey

### Ownership & Transition

Our firm is employee-owned, and the percentage of equity owned by current employees is: (Please use a whole number only).

We have an ESOP, and the percentage it owns is: (Please use a whole number only).

We have a private equity investor, and the percentage it owns is: (Please use whole number only)

The top three employee-owners, collectively, own what % of firm equity? (Please use a whole number only).

Is there an age at which owners MUST sell back/begin selling back their equity?

☐ Yes

☐ No

If "Yes," what age?

How much firm equity (as a percentage) will "turn over" in the next 5 years? (Please use a whole number.)

Are you confident the firm can afford to buyout retiring shareholders when the time comes?

☐ Yes

☐ No



The valuation methodology that our firm uses for internal ownership transition is:

- ☐ 'Book Value'
- ☐ An outside appraiser
- ☐ A formula, and the formula is:

Our leadership development and ownership transition plan/program is:

- ☐ Strong
- ☐ Could be better
- ☐ Weak
- ☐ Non-existent

The strongest aspect of our firm's leadership development and ownership transition plan/program is:

The weakest aspect of our firm's leadership development and ownership transition plan/program is:

## Benchmarking Survey

### NYC Metro Market Opinion Survey

What are the top three (3) advantages/opportunities of being in the engineering/consulting business in NYC Metro area.

Advantage #1

Advantage #2

Advantage #3

What are the top three (3) disadvantages/challenges of being in the engineering/consulting business in NYC Metro area.

Disadvantage #1

Disadvantage #2

Disadvantage #3

Our firm's total rent expense (firm-wide) is: (Please enter a whole number).

Our firm's total rent expense (NYC Metro area ONLY) is: (Please enter a whole number).

For our firm's NYC Metro business ONLY, the estimated values for 2019, compared to 2018, will be:

☐ Higher Net Revenues

☐ Lower Net Revenues

By what %?

For our firm's NYC Metro business ONLY, the estimated values for 2019, compared to 2018, will be:

☐ Higher Pre-Bonus Operating Profit

☐ Lower Pre-Bonus Operating Profit

By what %? (Please enter a whole number.)

Please provide a brief summary of the unique challenges and/or benefits of working with these NYC-Metro area PUBLIC AGENCIES:

#### MTA

Challenges

Benefits

#### NYC DOT

Challenges

Benefits

#### NYC DDC

Challenges

Benefits

#### NYCHA

Challenges

Benefits

#### NYC SCA

Challenges

Benefits

## NYC DEP

Challenges

Benefits

## NYC EDC

Challenges

Benefits

## PANYNJ

Challenges

Benefits

## NYS DOT

Challenges

Benefits

## Other

Agency

Challenges

Benefits

### Other

Agency

Challenges

Benefits

Please provide a brief summary of the unique challenges and/or benefits of working with these NYC-Metro area CLIENTS:

### Cultural Institutions (e.g. museums)

Challenges

Benefits

### Corporate Clients

Challenges

Benefits

### Universities & Medical Institutions

Challenges

Benefits

### Large Real Estate Developers

Challenges

Benefits

## Mid-Sized/Small Real Estate Developers

Challenges

Benefits

## Contractor-led Design/Build

Challenges

Benefits

In the next 12 months, I believe engineering/construction business condition in the NYC/Metro area will:

- ☐ Stay the same
- ☐ Get worse
- ☐ Get better

If so, in what way? Why?

What are your top three (3) fears/and or management challenges with respect to your firm's **future** NYC Metro business?

Fear #1

Fear #2

Fear #3

## Benchmarking Survey

### Personal Information

**Please provide the following information. Your data will be kept private and will not be accessible to any parties outside of ACEC New York. Our survey partner, Anchin, Block & Anchin, will not receive any identifying information - all data will be screened by ACEC New York staff, and each submission will be randomly assigned a number. Once this survey is complete, all data will be kept securely in its redacted form. For more information on the security of your data during the survey process, visit SurveyMonkey's [Security Statement](#).**

Address

Name

Firm

Address

Address 2

City/Town

State/Province

ZIP/Postal Code

Email Address

Phone Number

## Benchmarking Survey

### Thank you for participating!

The data you have provided will be compiled into a report, which will be released and presented at the ACEC New York NYC-Metro Benchmarking Conference, which will take place in early 2020. More information on this event will be provided closer to the event date.