FY 2024 Deltek Clarity A&E Survey

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Introduction

Info1_Gen

Welcome to the 46th Annual Deltek Clarity Architecture & Engineering Industry Survey. This survey is designed to capture key performance indicators that will aid in the production of a deep industry analysis to facilitate benchmarking your company within key areas of your business while helping to drive your firm's continued top-line growth.

You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. In the survey, you will be asked about your firm's processes, challenges, and growth areas related to specific business functions and can fill out only the sections most appropriate to your role, like:

- Financial Management
- Business Development
- Project Management
- Human Capital Management
- Technology Trends

As a participant in this year's Clarity study, you will receive a custom scorecard benchmarking your company against other A&E companies surveyed. Your participation is completely voluntary, and your responses will be kept private and confidential.

If you would like to review the questions in advance of starting the survey, please click here to download a PDF of the survey.

Accessing the survey will require your corporate email, name, and company name. This information will be used to deliver your copy of this year's A&E Clarity scorecard. After you provide this information, you will be taken to a brief overview of the survey.

The survey will close on March 10.

Info1_TT Welcome to the 46th Annual Deltek Clarity Architecture & Engineering Industry Survey. This study is designed to capture key performance indicators that will aid in the production of a deep industry analysis to facilitate benchmarking your company within key areas of your business while helping to drive your firm's continued top-line growth.

You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. As a **Technology Professional**, you will be asked about your firm's processes, challenges, and growth areas related to its technology use and strategy. Additionally, once you complete the Technology Trends section of the study, you will be provided an opportunity to address other functions in your business, like:

1. Financial Management
2. Business Development
3. Project Management
4. Human Capital Management

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You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. As a **Project Management Professional**, you will be asked about your firm's processes, challenges, and growth areas related to its use of project management tools and methods. Additionally, once you complete the Project Management section of the study, you will be provided an opportunity to address other functions in your business, like:

1. Financial Management
2. Business Development
3. Human Capital Management
4. Technology Trends

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Info1_BD Welcome to the 46th Annual Deltek Clarity Architecture & Engineering Industry Study. This study is designed to capture key performance indicators that will aid in the production of a deep industry analysis to facilitate benchmarking your company within key areas of your business while helping to drive your firm's continued top-line growth.

You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. As a **Sales and Business Development Professional**, you will be asked about your firm's processes, challenges, and growth areas related to its use of sales tools and business development methods. Additionally, once you complete the Business Development section of the study, you will be provided an opportunity to address other functions in your business, like:

1. Financial Management
2. Project Management
3. Human Capital Management
4. Technology Trends

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Info1_HCM Welcome to the 46th Annual Deltek Clarity Architecture & Engineering Industry Study. This study is designed to capture key performance indicators that will aid in the production of a deep industry analysis to facilitate benchmarking your company within key areas of your business while helping to drive your firm's continued top-line growth

You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. As a **Human Resources Professional**, you will be asked about your firm's processes, challenges, and growth areas related to its use of human resource management tools and talent development methods. Additionally, once you complete the Human Capital Management section of the study, you will be provided an opportunity to address other functions in your business, like:

1. Financial Management
2. Business Development
3. Project Management
4. Technology Trends

As a participant in this year's Clarity study, you will a custom scorecard benchmarking your company against other A&E companies surveyed. Your participation is completely voluntary, and your responses will be kept private and confidential.

If you would like to review the questions in advance of starting the survey, please click here to download a PDF of the survey.

Accessing the survey will require your corporate email, name, and company name. This information will be used to deliver your copy of this year's A&E Clarity scorecard. After you provide this information, you will be taken to a brief overview of the survey.

The survey will close on March 10.

Info1_FS Welcome to the 46th Annual Deltek Clarity Architecture & Engineering Industry Study. This study is designed to capture key performance indicators that will aid in the production of a deep industry analysis to facilitate benchmarking your company within key areas of your business while helping to drive your firm's continued top-line growth.

You are invited to participate in this year's study, given your company's position within the A&E market and your knowledge of key topics covered in the survey. As a **Finance and Accounting Professional**, you will be asked about your firm's processes, challenges, and growth areas related to its financial performance and the use of financial management tools and processes. Additionally, once you complete the Financial Management section of the study, you will be provided an opportunity to address other functions in your business, like:

1. Business Development
2. Project Management
3. Human Capital Management
4. Technology Trends

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The survey will close on March 10.

Q1 Please enter your company email:

_____

Q2 Please provide the following information before entering the survey. *Deltek does not publish or sell this information.*

○ First Name

_____

○ Last Name

_____

○ Company Name

_____

Before you begin, please note:

The survey is only intended for U.S. and Canadian-based firms and will be based on your 2024 fiscal year results.

Most survey sections will take approximately 15 minutes each to complete.

To ensure that you are able to pause during the completion of the survey, save your progress, and resume where you left off, please plan to complete the survey on the same browser and device used to begin the survey. To avoid any browser performance issues, please refrain from clearing your browser cookies until after completing the survey.

Hover over underlined text to view definitions.

We recommend reviewing these frequently asked questions before beginning the survey.

Please submit questions about the survey or requests for technical support on the survey directly to MeganMiller@clarity.deltek.com

Thank you in advance for your participation.

// If respondent selects 'frequently asked questions' hyperlink, display pop-up description to the following. //

Frequently Asked Questions

What year does the survey ask about?
The survey is for the year 2024 only. If you're not on a calendar year, use the fiscal year that ended in 2024. Please report financial results only in U.S. dollars or Canadian dollars.

Do I have to answer all questions?
You do not need to complete all sections, but you will be asked to respond to all questions in the sections you have selected for completion. Within each section, provide answers to the best of your ability, but you may leave boxes blank if you are unsure of your answer. You may use the Continue (→) and Previous (←) buttons to navigate through the survey or skip questions.

Do I need to enter exact amounts in response to the survey questions?
You are welcome to round large amounts to the nearest thousand if it makes it easier for you to complete the survey, but you must enter all digits (i.e., enter ten thousand as "10,000"; not as "10").

Once I begin the survey, can I exit and come back to where I left off at another time?
If you need to stop at any time, you can save your progress and complete the survey at a later time. To ensure that you are able to resume where you left off, you should plan to complete the survey using the same browser and device you used initially. In addition, to avoid losing any of your progress, you should refrain from clearing your browser cookies until you have completed the survey.

Can I withdraw my answers once I have started the survey?
If you wish to withdraw your answers, please notify us before March 10, 2025, by sending an email to MeganMiller@clarity.deltek.com, including your name and the email address used to access the survey.

Will I see the results of the survey?
You will receive a customized scorecard comparing your firm's survey response to the average A&E firm's responses for all sections completed by your firm.

How long will the survey take to complete?
Each section should take about 15 minutes to complete.

When does the survey close?
The survey will close promptly at noon ET on March 10, 2025.

How will the data be used (i.e., aggregated)?
All data will be reported in aggregate across all survey responses. No individual responses will be reported.

Firm Profile

This is the beginning of the Firm Profile section. This section has been designed to capture essential firmographic information to help ensure accurate categorization of responses and facilitate meaningful comparative analyses. Contributing critical information regarding your firm's size, geographic presence, areas of specialization, and legal structure will contribute to a rich dataset that enhances the depth and relevance of this year's Clarity Study.

Please complete all questions in this brief section.

FP1 Which best describes your type of firm?

○ Architecture or A/E

○ Engineering or E/A

○ Other (please specify)

_____

FP2 How many employees are in your firm?

○ 0–50 employees

○ 51–250 employees

○ 251–750 employees

○ 751+

FP3 In which country is your firm's headquarters located?

○ United States

○ Canada

○ My firm's headquarters is not in the United States or Canada

FP4a U.S. Firms: What is the legal structure of your firm?

○ Sole proprietorship

○ PA, PC, LLC, LLP, Other Pass-Through

○ Private—C-Corp (U.S.)

○ Private—S-Corp (U.S.)

○ Public company

○ ESOP

○ Other (please specify)

_____

FP4b Canada Firms: What is the legal structure of your firm?

○ Sole proprietorship

○ Canadian Federal Incorporated

○ Canadian Provincial Incorporated

○ PA, PC, LLC, LLP, Other Pass-Through

○ Public company

○ ESOP

○ Other (please specify)

_____

FP5 Please check the services that your firm provided in 2024:

☐ Architecture

☐ Civil Engineering

☐ Construction/Construction Management

☐ Electrical Engineering

☐ Environmental Services

☐ Geotechnical

☐ GIS

☐ Hydrology

☐ Interior Design

☐ Landscape Architecture

☐ Mechanical Engineering

☐ Planning

☐ Structural Engineering

☐ Surveying

☐ Other (please specify)

_____

FP6 In 2024, in which markets did your firm work? Select all that apply.

- ☐ Commercial
- ☐ Education
- ☐ Energy/Power
- ☐ Federal
- ☐ Healthcare
- ☐ Hospitality
- ☐ Industrial
- ☐ Public Facilities
- ☐ Residential
- ☐ Transportation
- ☐ Surveying/GIS/Mapping
- ☐ Water/Wastewater/Stormwater
- ☐ Other (please specify)

_____

Q15 Thank you for your participation. You have reached the end of the Firm Profile section. If you wish to review or modify your answers in this section, please do so now using the "Back" button.

Section Overview

Q16 You will now be asked to make an important determination about which survey sections to complete on behalf of your firm.

While you are encouraged to complete all sections of this survey, if another contact at your firm is better positioned to address questions in an upcoming section, you will be given the opportunity on the next page to provide that person's contact information. That person will then receive an invitation to participate in that section of the survey.

Your scorecard will be based on all the responses submitted by members of your firm to this year's Clarity Study. That scorecard will be generated following the close of the survey in March and will be based on calculations generated from your firm's contributing respondents.

To see an overview of each section and the recommended reports to help you complete the survey, please see below:

Financial Statements: Provide financial metrics from your firm's balance sheet and income statement including inputs such as total revenue, net revenue, backlog and more. You'll also be asked questions about the financial challenges and initiatives your firm has faced in the last year.

This section relies on information that is typically available in Balance Sheets, Income Statements, Employee Labor Summaries, Office Earnings Reports, and CRM Pipeline Reports

Business Development: Report on your firm's win rates, BD processes, challenges & initiatives and more.

Project Management: Identify your firm's project key performance indicators, project manager resources and training, how your firm completes project and client satisfaction evaluations, as well as Project

Management challenges and initiatives.

Human Capital Management: Provide your firm's employee headcounts, average time to fill positions, career development initiatives, employee benefits, HR challenges and initiatives.

Technology Trends: Provide insight into the important technology trends in your company and the areas of business most affected by them, including which trends are being targeted for investment going forward, what challenges technology presents to your business, and how those challenges are being addressed.

FP8 Please select the survey sections to which you are prepared to respond. *For each item, select yes or no.*

	Yes	No
Section 1: Technology Trends	○	○
Section 2: Financial Statements	○	○
Section 3: Business Development	○	○
Section 4: Project Management	○	○
Section 5: Human Capital Management	○	○

Q18 For any section you do not elect to complete, you will be asked for the email address of a colleague at your firm that is qualified to respond to each remaining section of this year's survey. Prior to entering the indicated section(s) of the survey, your colleague(s) will be asked a brief set of introductory questions.

FP8emailaddress Please identify the email address of the best contact at your firm for completing the below sections. They will receive an invitation within 2 business days to participate in that section of the survey.

Section 1: Technology Trends	
Section 2: Financial Statements	
Section 3: Business Development	
Section 4: Project Management	
Section 5: Human Capital Management	

FP2b One or more of the sections you selected will require an exact employee headcount to make certain calculations. So these calculations can be completed, please note the number of full-time equivalents (FTE) your firm had at year-end 2024.

Technology Trends Section

Q245
TTINFO
This section explores the technology landscape of Architecture & Engineering firms like yours, aiming to understand your technology focus areas, the challenges you face, and the innovative solutions being developed to address those challenges as well as your clients' challenges.

In this section, please share insights on technology adoption in your firm, any technology-related difficulties you're facing, the strategies being considered or employed to address those difficulties going forward, any technology investment priorities your firm has identified, and the gains you expect those investments to deliver.

TT8 Where does your company sit on the following digital transformation maturity spectrum, now and in three years? *Choose one for 'Today' and 'In 3 years.'*

	Nascent – There's a disconnect between business and digital IT initiatives and a misalignment with company strategy	Exploratory – There's a recognition of the value of technology and the need for a digital transformation strategy but execution is at the lighthouse stage, on an ad-hoc project, which is neither predictable nor scalable	Applied – There's alignment between business and IT goals and momentum to adapt, but not dedicated focus on the full disruptive potential of digital initiatives	Mature – Business and IT management are integrated and delivering digitally enabled product / service experiences on a continuous basis	Advanced – Digital transformation and technology immersion is a primary strategic focus at the executive level and a culture of innovation is prevalent along with increasing revenue, improving customer experience and growing operating margins
Today	○	○	○	○	○
In 3 Years	○	○	○	○	○

Q1 If your firm fails to make significant progress in its digital transformation, how long before it begins to lose market share? *Please select one answer.*

○ Immediately

○ Within 1 year

○ 1-2 years

○ 3-5 years

○ Over 5 years

○ We won't lose market share

TT4 When thinking about the next 3 years, what are the **Top 3 Initiatives** your firm is using to increase its digital transformation and technological immersion maturity? *Rank your top three choices with 1 being the top initiative.*

_____ Create Strategic Plan for Implementing Technology Trends
_____ Identify Champion to Lead Initiative
_____ Hire Staff or Acquire Company with Necessary Expertise
_____ Develop Budget for Strategic Investment
_____ Identify and Develop Technology Subject Matter Experts
_____ Educate Staff on Technology Trends
_____ Identify Technology Partners
_____ Deploy New Business Application/System
_____ Other (please specify)

TT7 In the next 12 months, which business application systems does your company plan to invest in? *Choose all that apply.*

- ☐ Accounting and Finance

- ☐ Human Capital Management

- ☐ Client/Customer Relationship Management

- ☐ Project Management

- ☐ Business Intelligence

- ☐ Procurement

- ☐ Cybersecurity

- ☐ Collaboration

- ☐ Cloud Technology/Infrastructure

- ☐ Other

_____

Q28 The remainder of the Technology Trends section is subdivided into two categories as follows:

Technology Used to Operate and Optimize Your Business – think of this as technology that is internally focused on the business of your company and is used to both facilitate and optimize your operations. Examples of technologies in this category could be ERP systems, project management tools, automation tools or data analysis components.

Technology Used to Deliver or Delivered in Your Projects – think of this as either technology that is used by your design, engineering, delivery or field teams to produce or enhance your deliverables. Examples of technologies in this category could be BIM-related tools, digital twin methodology, smart building components or virtual building techniques.

Q28_info The following questions are related to Technology Used to Operate and Optimize Your Business

TT10 How important are the following technologies or technology-related considerations to the operations of your business? *Rank each item from not important to very important.*

	Not at all important	Somewhat unimportant	Neither important nor unimportant	Somewhat important	Very important
Data Analytics and Business Intelligence	○	○	○	○	○
AI Agents and AI-Based Automation	○	○	○	○	○
Data Lakes	○	○	○	○	○
Security / Cybersecurity	○	○	○	○	○
Cloud / Migration to the Cloud	○	○	○	○	○
Disaster Recovery / Business Continuity Planning	○	○	○	○	○
Document Management	○	○	○	○	○
Email Management	○	○	○	○	○
Data as a Service (DaaS) (Data Warehouses, Data Lakes, etc.)	○	○	○	○	○
ERP Systems	○	○	○	○	○
Generative AI	○	○	○	○	○
Traditional AI (machine learning, algorithmic, etc.)	○	○	○	○	○

TT23 In what areas of your operations is technology having the greatest impact? *Select all that apply.*

- ☐ Project Information Management

- ☐ Project Management

- ☐ Resource Management

- ☐ Business Development and Marketing

- ☐ Human Capital Management

- ☐ Business Administration

- ☐ Financial Management

- ☐ None of the Above

TT2b Over the next three years, what additional technologies do you expect to apply to the following business areas (*scroll to view all options*):

	Data Analytics and Business Intelligence	AI Agents and AI-Based Automation	Data Lakes	Security / Cybersecurity	Cloud / Migration to the Cloud	Disaster Recovery / Business Continuity Planning	Document Management	Email Management	Functionally Specific Business App	Data as a Service (DaaS) (Data Lakes, Data Warehouses)	ERP Systems	Generative AI	Traditional AI (machine learning, algorithmic, etc.)
Project Information Management		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Project Management		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Project Execution		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Resource Management		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Business Development and Marketing		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Human Capital Management		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	
Financial Management		☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	

TT2new How, if at all, is your firm currently using traditional AI and machine learning? *Please select all that apply.*

☐ Design analysis and calculations (i.e. structural, airflow, etc.)

☐ Producing cost estimates and quantity take-offs

☐ Simulating or analyzing building performance

☐ Providing insight into your firm's operational performance

☐ Predicting project outcomes

☐ Business process automation

☐ Anomaly detection in financial transactions

☐ Computer vision (analysis of photographs, videos, or 3D scans of buildings/construction sites)

☐ Other (please specify)

_____

☐ We don't currently use this

* X→

TT3new Which of the following do you feel are the main benefits that your firm would experience, after successfully implementing AI? *Please select* ***up to three*** *that apply.*

☐ Improved project timeline/delivery

☐ Reduced overhead costs

☐ Reduced project expenditure

☐ Improved operational efficiency

☐ Increased profits

☐ Improved internal firm communication

☐ Other (please specify)

_____

☐ None – I don't see any benefits

TT13 Aside from your ERP system (i.e. Deltek Vantagepoint), what data analytics technology is your business using to report on firm and project performance, monitor your projects, manage/track organization metrics or forecast projections/predictions?

	In Full Use Today	Limited Usage	Not in Use / Under Consideration	Not in Use / Not Considering
Artificial Intelligence	○	○	○	○
Machine Learning	○	○	○	○
Business Intelligence Tools	○	○	○	○
Data as a Service (data lakes, data warehouses)	○	○	○	○
Cloud-Based Data Solutions	○	○	○	○
Predictive Analytics	○	○	○	○

TT14 What data visualization/business intelligence tools is your firm using today?

- ☐ PowerBI

- ☐ Tableau

- ☐ Qlik

- ☐ Amazon Quicksight

- ☐ Sisense

- ☐ YellowFin

- ☐ Cognos

- ☐ SAP Business Objects

- ☐ Dundas BI

- ☐ DOMO

- ☐ InetSoft

- ☐ Zoho

- ☐ Other

_____

TT15 Has your business been impacted by a cybersecurity threat or attack in the past 18 months?

○ Yes

○ No

TT22 Which of the following compliance or security certifications is your firm either investigating/pursuing or already have in place as a means to better position yourself in the markets you serve/plan to serve?

☐ Cybersecurity Maturity Model Certification (CMMC) / National Institute of Standards and Technology (NIST)

☐ FedRAMP

☐ Systems and Organizations Controls (SOC)

☐ ISO-27001/2/17/18

☐ Cloud Security Alliance (CSA)

☐ None

☐ Other (Please Specify)

_____

TT16 Which of the following compliance or security certifications are required for projects that your company delivers or is considering delivering and/or the clients your company serves?

- ☐ Cybersecurity Maturity Model Certification (CMMC) / National Institute of Standards and Technology (NIST)

- ☐ FedRAMP

- ☐ Systems and Organizations Controls (SOC)

- ☐ ISO-27001/2/17/18

- ☐ Cloud Security Alliance (CSA)

- ☐ None

- ☐ Other

TT21 What percentage of your organization's infrastructure, systems, workstations and storage are leveraging cloud/SaaS solutions?

- ○ 80% to 100%

- ○ 60% to 79%

- ○ 40% to 59%

- ○ 20% to 39%

- ○ 0% to 19%

TT9 Please indicate your firm's level of reliance on spreadsheets and other manual data entry tools on a scale from 1 to 5 in each area of your business – where '1'= Completely reliant, '3'= Moderately reliant, and '5'= Not at all reliant.

	Completely reliant 1	2	Moderately reliant 3	4	Not at all reliant 5
Human Resources	○		○		○
Marketing	○		○		○
Client/Customer Experience	○		○		○
BD/Sales	○		○		○
Accounting & Finance	○		○		○
Research & Development	○		○		○
Administrative/management	○		○		○
Operations/Resource Management	○		○		○
IT Support	○		○		○
Procurement	○		○		○
Legal	○		○		○

TT5 What are the **Top 3 Technology-Related Challenges** your company's operations face in the next 12 months? *Rank your top three choices with 1 being the most important.*

_____ Migrating to cloud

_____ Managing legacy systems

_____ Data and cybersecurity

_____ Determining where and how to apply emerging technology

_____ Finding top IT talent

_____ Operating with a smaller IT budget

_____ Maintaining physical infrastructure

_____ Implementing new software systems

_____ Implementing a merger or acquisition

_____ Setting up new facilities

_____ Lack of integration for systems

_____ Other, please specify

TT3 What are the **Top 3 Challenges** related to applying technology to your business in the next three years? *Rank your top three choices with 1 being the biggest challenge.*

_____ Educating Employees about Trends and their Application to A/E/C

_____ Lack of Champion to Lead Initiative

_____ Cost of Technology (e.g. Equipment, Education)

_____ Buy-In from Firm Leadership

_____ Prioritizing Which Trends are Most Applicable to Your Business

_____ Lack of Time to Invest in Learning about Technology Trends

_____ Lack of Internal Expertise

_____ Corporate Culture/Openness to Emerging Technologies

_____ Other (please specify)

TT6 What is your company doing to address these challenges in the next 12 months? *Select all that apply.*

☐ Hire more IT staff

☐ Build out new IT infrastructure

☐ Re-engineer business processes

☐ Outsource IT administration and infrastructure

☐ Consolidate the number of vendors or systems used

☐ Offshore IT staff

☐ Create new security policies and procedures

☐ Other

_____

TT5new2024 How much do you agree or disagree with each of the following statements relating to AI and your firm? *Please select one answer per row.*

	Strongly Disagree	Somewhat Disagree	Neither Agree nor Disagree	Somewhat Agree	Strongly Agree
My firm has created/is planning to create new job roles or departments dedicated to implementing AI (e.g. 'Head of AI')	○	○	○	○	○
My firm is confident that investing in AI will expand the services that it can deliver to the market	○	○	○	○	○
I am concerned about my firm implementing AI without fully considering the potential threats, ethical accuracy and bias risks introduced by artificial intelligence	○	○	○	○	○
Firms that successfully implement AI in 2025 will experience a significant competitive advantage in my industry	○	○	○	○	○
Successful implementation of AI would result in fewer staff hirings for my firm in 2025	○	○	○	○	○
Successful implementation of AI would result in existing staff redundancies in my firm in 2025	○	○	○	○	○
Successful implementation of AI would result in improved staff job satisfaction in my firm in 2025	○	○	○	○	○

TT_INFO2 The following questions are related to Technology Used for Project Delivery**.**

TT10a How important are the following technologies or technology-related considerations to your project delivery and/or the services you provide? *Rank each item from not important to very important.*

	Not at all important	Somewhat unimportant	Neither important nor unimportant	Somewhat important	Very important
Building Information Modeling	○	○	○	○	○
Digital Twins	○	○	○	○	○
Smart Buildings / Smart Infrastructure	○	○	○	○	○
Drones	○	○	○	○	○
Virtual Reality	○	○	○	○	○
Internet of Things (IoT)	○	○	○	○	○
App Development	○	○	○	○	○
AI Agents and AI-Based Automation	○	○	○	○	○
Data Analytics and Business Intelligence	○	○	○	○	○
Sustainability	○	○	○	○	○
3D Printing	○	○	○	○	○
Traditional AI (machine learning, algorithmic, etc.)	○	○	○	○	○
Generative AI	○	○	○	○	○
Generative Design	○	○	○	○	○

TT4new How, if at all, is your firm currently using Generative AI? *Please select all that apply.*

☐ Automating repetitive drafting/modeling tasks

☐ Generating design concepts and/or testing design iterations

☐ Developing 3D models or renderings

☐ Creating proposals and other marketing content

☐ Assisting with code compliance checks

☐ Extracting/summarizing data from documents and/or drawings

☐ Data analysis and exploration

☐ Other (please specify)

_____

☐ We don't currently use this

TT11 Does your firm offer technology services as a deliverable (consulting, app development, etc.) to your clients as a revenue-generating component of your business?

○ Yes

○ No

○ Under Consideration

TT12 What types of technology services or products are you delivering to your clients?

☐   Technology Consulting

☐   Digital Twins

☐   Smart Buildings / Smart Infrastructure

☐   Application Development

☐   Other

_____

TT18new What percentage of your revenue is generated from a technology-based product, services or application that you deliver to your clients?

○ 90% to 100%

○ 80% to 89%

○ 70% to 79%

○ 60% to 69%

○ 50% to 59%

○ 40% to 49%

○ 30% to 39%

○ 20% to 29%

○ 10% to 19%

○ 5% to 9%

○ 0% to 4%

TT19 Does your firm offer a client deliverable component/service/etc. that follows a subscription or recurring revenue model?

○ Yes

○ No

○ Under Consideration

○ I don't know

TT20new What percentage of your revenue is generated from client deliverable component/service/etc. that follows a subscription or recurring revenue model?

○ 90% to 100%

○ 80% to 89%

○ 70% to 79%

○ 60% to 69%

○ 50% to 59%

○ 40% to 49%

○ 30% to 39%

○ 20% to 29%

○ 10% to 19%

○ 0% to 9%

○ I don't know

TTEND Thank you for your participation. You have reached the end of the Technology Trends sections. If you wish to review and modify your answers in this section, please do so now using the "Back" button.

Financial Management Section

Q24
FSINFO
This is the beginning of the Financial Management section, which is designed to collect a variety of financial performance metrics from your firm's balance sheet, income statement, and other key inputs to help build a comprehensive picture of the financial operations among Architecture & Engineering firms.

Your comprehensive and detailed inputs in this section will be invaluable to the development of a nuanced understanding of the financial dynamics of firms like yours playing out across the industry.

FSINFO2 For this section, it may be helpful to have the following 2024 reports ready to assist you in answering the questions:

- Balance Sheet
- Income Statement
- Employee Labor Summary
- Office Earnings Report
- CRM Pipeline Report

Keep in mind that the accounts we ask for may not match your own chart of accounts, so you may need to recast some numbers.

When responding, please enter numbers without currency symbols, commas, or decimals. For "$1 Million:"

YES	NO
1000000	$1,000,000
1000000	1000K
1000000	1M

FS1 Which currency will you use to complete this section of the survey?

○ USD (United States Dollar)

○ CAD (Canadian Dollar)

FS2B Does your firm currently track the following key performance indicators (KPIs)? *Select all that apply.*

- ☐ Operating profit

- ☐ Net labor multiplier

- ☐ Revenue factor

- ☐ Average billing rate

- ☐ Average collection period (DSO or A/R aged)

- ☐ Earned value management

- ☐ Effective billing rate

- ☐ Backlog

- ☐ Project profitability

- ☐ Client profitability

- ☐ Utilization rate

- ☐ Overhead rate

- ☐ Other (please specify)

_____

FS2new_2024 Which of the following do you expect to be the greatest growth opportunities for your firm in the next year?

○ Optimizing resource allocation

○ Investing in project managers/project management

○ Automating processes

○ Developing sustainable practices

○ Growing your brand

○ Investing in newer technologies

○ Other _____

FS3 In 2024, what was your firm's: <u>Total Annual Revenue</u> ($)?

Total Annual Revenue = Earned revenues whether billed or unbilled. The amount recorded should include fees, consultants, reimbursables and all markups on reimbursables. Exclude revenues not closely related to consulting services. This does include income and revenue from real estate, construction subsidiaries, outside business interests, etc.

_____

FS4 In 2024, what were your firm's: <u>Project-Related Expenses</u> ($)? *Enter a value for each item below.*

Project-Related Expenses = Expenses related specifically to costs incurred from architectural and/or engineering-related projects and include but are not limited to materials, subcontractor and consultant-related payments, equipment rentals, and site-related expenditures.

	In Dollars ($)
Reimbursable Consultants	
Reimbursable Expenses	
Direct Consultants	
Direct Expenses	
Bad Debt	
All Other Project-Related Expenses	

FS5 In 2024, what was your firm's: <u>Net Revenue</u> ($)?

Net Revenue = Total Revenue generated from delivery of a firm's services less any direct costs associated with providing those services.

_____

FS5a What was your firm's <u>Net Revenue</u> in **2024**?

 Net Revenue = Total Revenue generated from delivery of a firm's services less any direct costs associated with providing those services.

_____

FS6 In 2024, what were your firm's: <u>Direct Labor Expenses</u> ($)?

All job chargeable labor, whether billed or not, at raw labor rates, for employees receiving W-2s, T-4s, or equivalent. Does not include bonuses.

_____

Info Your firm's calculated Gross Profit from these questions is:

   Gross Profit: {Survey Calculation}

If the calculated Gross Profit does not match your firm's records, use the "Back" button below to go back and modify your answers.

FS7 In 2024, what was your firm's: <u>Overhead/Indirect Labor</u> ($)? *Enter a value for each item below*.

	In Dollars ($)
Vacation, Holiday, Sick, and Personal	
Marketing and Business Development Labor	
All Other Overhead/Indirect Labor (including job cost variance)	

FS8 In 2024, what were your firm's: <u>Other Labor-Related Expenses</u> ($)?
Enter a value for each item below.

Other Labor-Related Expenses = A category of expenses that provide a comprehensive view of workforce management financials in architecture or engineering firms, including items like benefits, training, and miscellaneous costs beyond direct wages.

	In Dollars ($)
Statutory Taxes	
Workers' Compensation Insurance	
<u>Group Insurance</u>	
<u>Retirement Funds</u>	
<u>All Other Labor-Related Expenses</u>	

Group Insurance: Group health, life, dental, disability, and other insurance premiums, excluding workers' compensation.

Retirement Funds: Mandatory and discretionary contributions to 401k, pensions, or equivalent.

All Other Labor-Related Expenses: Payroll taxes, workers' compensation, group health/life, 401k, and pensions.

FS9 In 2024, what were your firm's: <u>Professional Development Expenses</u> ($)?

Professional licenses, registrations and organization dues, educational conferences, and continuing education registration and fees.

_____

FS10 In 2024, what were your firm's: <u>Marketing Expenses</u> ($)? *Exclude marketing and business development labor.*

Professional marketing membership, marketing materials, conference expenses, and travel.

_____

FS11 In 2024, what were your firm's: Corporate Expenses ($)? *Enter a value for each item below.*

Includes liability insurance, accounting, legal, professional services, business taxes.

	In Dollars ($)
Liability Insurance	
Other Business Taxes	
All Other Corporate Expenses	

FS12 In 2024, what were your firm's: All Other Overhead Expenses ($)?

Expenses beyond A) Indirect Labor, B) Other Labor-Related Expenses, C) Professional Development Expenses, D) Marketing and Business Development Expenses, and E) Corporate Expenses.

_____

FS12_Calc1 Your firm's calculated Total Overhead Expenses and Operating Profit from the information you provided is:

Total Overhead Expenses: {Survey Calculation}

Operating Profit: {Survey Calculation}

If these values do not match your firm's records, use the "Back" button below to go back and modify your answers.

FS13 In 2024, what were the totals for your firm's: <u>Interest, Bonus, and Other Income/Expenses</u> ($)? *Enter a value for each item below*.

Interest – Net: Net interest earned and paid

Bonuses: Does not include distributions, or bonuses in lieu of distributions, to shareholders. Includes accrued bonuses

Other Income/Expenses: Net of non-primary business-related incomes and expenses

	In Dollars ($)
<u>Interest—Net</u>	
<u>Bonuses</u>	
Depreciation & Amortization	
<u>Other Income/Expense</u>	

FS14 In 2024, what were your firm's: <u>Income Taxes</u> ($)?

Includes federal, state, or provincial income tax paid only at the corporate level; otherwise, enter 0.

_____

FS14_Calc1 The calculated total Interest, Bonus, and Other Income/Expense from the information you provided is:

Total Interest, Bonus, and Other Income/Expense:
{Survey Calculation}

The calculated Net Profit/Loss from the information you provided is:
Net Profit/Loss: {Survey Calculation}

If the calculated Net Profit/Loss does not match your records, use the "Back" button below to go back and modify your answers

FS15 At the end of 2024, what was your firm's: <u>Total Revenue Backlog</u> ($)?

Dollar value of work under contract minus amount already recognized as revenue

_____

FS16 At the end of 2024, what was the value for your firm's: <u>Current Assets</u> ($)? *Enter a value for each item below.*

	In Dollars ($)
<u>Cash</u>	
<u>Accounts Receivable</u>	
<u>Work-in-Process</u>	
<u>Pre-Paid Expenses</u>	
<u>Other Short-Term Assets</u>	

Cash: Cash and cash equivalents

Accounts Receivable: Amount invoiced, but not yet paid, less allowance for bad debt.

Work-in-Process: Revenue recognized on project, but not yet billed to clients.

Pre-paid Expenses: Expenses paid in advance, but not yet recorded on the Income Statement, e.g., professional liability insurance, rent, and other deposits.

Other Short-Term Assets: Any other assets not itemized elsewhere.

FS17 In 2024, what was the value of your firm's: <u>Fixed Assets</u> ($)? *Enter a value for each item below.*

	In Dollars ($)
<u>Fixed Assets (except goodwill)</u>	
<u>Depreciation</u>	
<u>Goodwill—Net of Amortization</u>	

Fixed Assets (except Goodwill): Furniture, fixtures, equipment, computers, vehicles, real estate

Depreciation: Accumulated depreciation for fixed assets

Goodwill—Net of Amortization: Intangible assets less amortization, e.g., acquisition price in excess of book value

FS18 In 2024, what were your firm's: Other Long-Term Assets ($)? *Enter a value for each item below.*

	In Dollars ($)
Long-Term Notes/Loans Receivable	
Other Long-Term Assets	

Long-term Notes: Notes/Loans with maturity greater than one year. Excludes loans to stockholders counted under stockholders' equity

Other Long-term Assets: Any Other Long-Term Assets not itemized elsewhere

FS19 In 2024, what were your firm's: Other Assets ($)? *Enter 0 if N/A.*

Any assets not included in Current Assets, Fixed Assets, or Other Long-Term Assets.

FS19_Calc Your firm's calculated Total Assets from the information you provided is:

   Total Assets: {Survey Calculation}

 If the calculated Total Assets value does not match your records, use the "Back" button below to go back and modify your answers.

FS20 In 2024, for consultants, vendors, and employees, what was the value of your firm's: <u>Accounts Payable</u> ($)? *Enter a value for each item below.*

Accounts Payable = refers to the outstanding obligations and short-term liabilities a firm owes its vendors, suppliers, or service providers for goods and services received but not yet paid and is a critical component of working capital management.

	In Dollars ($)
Accounts Payable—Consultants	
Accounts Payable—Vendors	
Accounts Payable—Employees	

FS21 In 2024, what were your firm's: <u>Accrued Employee Expenses</u> ($)?
Enter a value for each item below.

Accrued wages, salaries, paid leave, and payroll-related expense

	In Dollars ($)
Accrued Employee Salaries	
Accrued Employee Vacation, Sick, etc.	
Accrued Employee Other	

FS22 In 2024, what was the value of your firm's: Other Liabilities ($)?

	In Dollars ($)
Line-of-Credit and Short-Term Notes Outstanding	
Current Taxes	
Other Current Liabilities	

Line of Credit and Short-Term Notes Outstanding: Amount owed under short-term loans, revolving loans, lines of credit, and current portion of long-term debt

Current Taxes: Income taxes due for this year but not yet paid; only if taxes paid at the corporate level, otherwise, enter 0

Other Current Liabilities: Any Other Current Liabilities not itemized elsewhere

FS23 In 2024, what was the value of your firm's: Long-Term Liabilities ($)?

	In Dollars ($)
Long-Term Debt	
Deferred Taxes	
Other Long-Term Liabilities	

Long-Term Debt: Amount due under loans greater than one year, excluding current portion.

Deferred Taxes: Allowance for deferred income tax liability for cash-basis taxpayers. Only if taxes paid at the corporate level; otherwise, enter 0.

Other Long-Term Liabilities: Any Other Long-Term Liabilities not itemized elsewhere.

FS23_Calc Your firm's calculated Total Liabilities from the information you provided is:

 Total Liabilities: {Survey Calculation}

 If the calculated Total Liabilities value does not match your records, use the "Back" button below to go back and modify your answers.

FS24 In 2024, what was the value of your firm's: <u>Stockholders' Equity</u> ($)?

	In Dollars ($)
<u>Stock and Additional Paid-In Capital</u>	
<u>Distribution/Dividends—Current Year Only</u>	
<u>Principals' Equity—Long-Term Notes/Loans Receivable</u>	
<u>Previous Years Retained Earnings</u>	
<u>Current Net Profit (Loss)</u>	
Other Stockholders' Equity	

Stock and Additional Paid-In Capital: Contributed capital from stockholders

Distribution/Dividends—Current Year Only: Distributions to stockholders or partners in current year.

Principals' Equity—Long-Term Notes/Loans Receivable: A contra-account. Includes loans to stockholders. This value should be less than or equal to zero.

Previous Years Retained Earnings: Accumulated net profits from prior years not paid to stockholders.

Current Net Profit/Loss: From Income Statement.

FS24_Calc Your firm's calculated Total Liabilities & Stockholders' Equity from the information you provided is:

Total Liabilities & Stockholders' Equity: {Survey Calculation}

 If the calculated Total Liabilities & Stockholders' Equity value does not match your records, use the "Back" button below to go back and modify your answers.

FS25 Estimate the percentage of total annual revenue earned for each of the following categories of clients (s*um should equal 100%)*.

	Percentage of Revenue from Each Source
Private—Domestic	
Private—Foreign	
Government—Federal	
Government—State or Provincial	
Government—Municipal, Local	
Government—Foreign	
Public–Private Partnership	
Quasi–Government	
Other (please specify)	
Total	

FS27 Estimate the percentage of <u>Net Revenue</u> for each of the following project types.

	Percentage of Revenue from Each Source
Commercial	
Education	
Energy/Power	
Federal	
Industrial	
Health Care	
Hospitality	
Public Facilities	
Residential	
Surveying/GIS/Mapping	
Transportation	
Water/Wastewater/Stormwater	
Other (please specify)	
Total	

FS28 Estimate the percentage of <u>Net Revenue</u> ($) for each of the following contract types.

	Percentage of Revenue from Each Source
Unit Price (time and materials, hourly rates, per diem, salary times multiplier)	
Fixed Price	
Cost Plus	
Design-Build	
Integrated Project Delivery	
Other (please specify)	
Total	

FS29 For the following contract types, in what percentage of each is your firm the primary contract holder?

	Percentage of Contracts You Hold
Unit Price (time and materials, hourly rates, per diem, salary times multiplier)	
Fixed Price	
Cost Plus	
Design-Build	
Integrated Project Delivery	
Other (please specify)	
Total	

FS30 What is your firm's estimated <u>Net Revenue</u> for **2025**?

Net Revenue = Total Revenue generated from delivery of a firm's services less any direct costs associated with providing those services.

FS31a Have you performed a firm valuation in the past two years?

○ Yes

○ No

FS31b Do you plan to perform a firm valuation in the next 12 months?

○ Yes

○ No

FS32 When thinking about the next 3 years, what are the **Top 3 Challenges** facing your firm's financial leaders? *Rank your top three choices with 1 being the biggest challenge.*

_____ Alignment with Executive Management

_____ Cash Flow

_____ Unpredictable Spending Environment

_____ Increasing Profitability

_____ Managing Growth

_____ Managing Merger and Acquisition Activity

_____ Organic Topline Growth

_____ Succession Planning and Ownership Transition

_____ Increasing Financial Knowledge/Savvy of Project Managers/Project Leaders

_____ Finding and Retaining Qualified Staff

_____ Other (please specify)

FS33 When thinking about the next 3 years, what are the **Top 3 Initiatives** your firm is using to address its financial challenges? *Rank your top three choices with 1 being the top initiative.*

_____ Streamlining Billing Processes

_____ Completing or Preparing for a Merger/Acquisition

_____ Organizational Changes/Realignments

_____ Business Process Improvement

_____ Better Forecasting

_____ New Financial System Implementation

_____ Better Managing Growth

_____ Increasing Spending for Talent Acquisition and Retention

_____ Training Project Managers on Financial Management

_____ Improved Risk Management Plans/Systems

_____ Other New System Implementation (please specify)

_____ Other initiative (please specify)

FS34 What software does your firm use for accounting and invoicing?
Select all that apply.

- [ ] BST

- [ ] BQE

- [ ] Deltek Ajera

- [ ] Deltek Vantagepoint/Vision

- [ ] Microsoft Dynamics

- [ ] NetSuite

- [ ] Oracle

- [ ] Peachtree

- [ ] QuickBooks

- [ ] SAGE

- [ ] SAP

- [ ] Spreadsheets (i.e, Excel)

- [ ] Unanet AE (Clearview)

- [ ] Other (please specify)

_____

FSEND Thank you for your participation. You have reached the end of the Financial Management section. If you wish to review and modify your answers in this section, please do so now using the "Back" button.

Business Development Section

Q243
BD INFO
This section is dedicated to capturing insights on market trends affecting your firm, win rates, associated business development challenges, initiatives designed to address those challenges, and the impacts those initiatives are expected to have on firms' abilities to fill their sales funnels and convert opportunities into projects that drive their revenue growth.

For this section, it will be helpful to have the following 2024 reports ready to assist you in answering the questions:

- Annual Revenue by Client
- Win Rate/Hit Rate Report

BD1 What Business Development execution model does your firm use?

○ Dedicated business development staff

○ Seller/Doer

○ Both

BD2 Does your firm utilize a formal sales/business development process?

○ Yes

○ No

BD3 In general, how often is each of the following groups responsible for business development in your firm? *Rank each item from never responsible to almost always responsible.*

	Never responsible	Rarely responsible	Sometimes responsible	Often responsible	Almost always responsible
Dedicated business development staff	○	○	○	○	○
Project managers	○	○	○	○	○
Executive team	○	○	○	○	○
Design team	○	○	○	○	○
Marketing staff	○	○	○	○	○
Other staff (please specify)	○	○	○	○	○

BD4 When allocating their time, which of the following tasks are prioritized by staff members responsible for business development? *Rank your **Top 3 Choices** with 1 being most time spent.*

_____ Lead finding

_____ Networking

_____ Cold calling

_____ Pursuit strategy development

_____ Client relationship development

_____ Proposal development

_____ Client strategy planning or prospect planning

_____ Interview development and participation

_____ Other tasks (please specify)

BD5 In 2024, how many competitive proposals did your firm submit and how many proposals did your firm win? *Enter a value for each item below.*

Total number of proposals submitted:	
Total number proposals awarded:	

BD6 In 2024, based on your firm's competitive proposals submitted and won, what was the total dollar value for submitted and won proposals? *Enter a dollar value for each item below.*

Total value of proposals submitted:	
Total value of proposals awarded:	

BD7 How has your firm's win rate changed since **2023**?

○ Increased significantly

○ Increased slightly

○ Stayed the same

○ Decreased slightly

○ Decreased significantly

○ We don't track win rate

BD8 In 2024, what percentage of your firm's net revenue was generated from your firm's top three clients? *List values from highest to lowest.*

	Percentage of Revenue from Top Three Clients
Client 1	
Client 2	
Client 3	
Total	

BD9 What are the **Top 3 Sources** for new opportunities for your pipeline?
Rank your top three choices with 1 being the most important.

_____ Dodge Data & Analytics

_____ Active client relationships

_____ Industry conferences and events

_____ Website searches

_____ GovWin IQ

_____ Staff-identified leads

_____ Public bid notices such as SAM.gov

_____ Requests for Proposals/Requests for Qualifications

_____ Teaming partners/Networking

_____ Marketing-generated leads

_____ Business Development staff

_____ Integrated Marketing Systems (IMS)

_____ Construction Market Data

_____ Referrals/Word of mouth

_____ Other sources (please specify)

BD10 What is the primary software your firm uses to manage business development activities and opportunities?

○ AEC360

○ Unanet CRM by Cosential

○ Deltek CRM (Vantagepoint, Vision, or Ajera)

○ HubSpot CRM

○ Infusionsoft

○ Internally developed database

○ Microsoft CRM

○ Microsoft Excel

○ Microsoft Outlook

○ Salesforce

○ SharePoint

○ Smartsheet

○ Other (please specify)

_____

○ None

BD11 Does your firm employ a formal go/no go process? This may be a meeting, conversation, checklist, or form that is completed to determine if the firm should pursue an opportunity.

○ Yes, for all opportunities

○ Yes, for strategic opportunities only

○ Yes, for prospects/new clients only

○ No

BD11b For 2025, is your firm considering employing a formal go/no go process?

○ Yes

○ No

BD12 Which 3 factors influence your firm the most when deciding whether or not to propose on a project? *Rank your **Top 3 Choices** with 1 being the most important.*

_____ Do we have an existing relationship with the client?

_____ Does the opportunity fit the brand or image we want to convey?

_____ What is our probability of winning?

_____ Do we have the time/resources to respond to the proposal?

_____ Will it be profitable?

_____ Do we have the right teaming partners or subconsultants?

_____ Do we have the staff to deliver the project?

_____ Is it a good fit for the type of work we do?

_____ Other factors (please specify)

BD13 What are the **Top 3 Business Development Challenges** facing your firm in the next 3 years? *Rank your top three choices with 1 being the biggest challenge.*

_____ Coordination between business development and operations

_____ Finding the right teaming partners

_____ Excessive administrative time maintaining reports and records

_____ Finding time to nurture client relationships

_____ Identifying new prospects

_____ Increased competition

_____ Increased cost of competing for projects

_____ Lack of intel for opportunities to position for win

_____ Limited business development resources

_____ Not enough time to effectively respond to RFPs/RFQs

_____ Other challenges (please specify)

BD14 What are your firm's **Top 3 Initiatives** to address business development challenges in the next 3 years? *Rank your top three choices with 1 being the most important.*

_____ Investing in market intel and CRM systems

_____ Strategic networking to expand teaming options

_____ Automating time-consuming tasks (proposal creation, reporting, etc.)

_____ Expanding geographically

_____ Improving analytics on business development

_____ Earlier identification of opportunities and requirements

_____ Cross-training staff to do business development

_____ Improving quality and availability of marketing data and materials

_____ Better opportunity identification

_____ Hiring additional staff

_____ Getting buy-in across firm for business development

_____ Improving follow-through process after identification

_____ Other initiative (please specify)

BD15 In the next 18 months, do you expect your firm's position in each of the following markets to grow, remain steady, or decline? *Provide a response for each item below.*

	Grow	Remain steady	Decline	Do not focus on this market
Commercial	○	○	○	○
Education	○	○	○	○
Energy/Power	○	○	○	○
Federal	○	○	○	○
Health Care	○	○	○	○
Hospitality	○	○	○	○
Industrial	○	○	○	○
Public Facilities	○	○	○	○
Residential	○	○	○	○
Surveying/GIS/Mapping	○	○	○	○
Transportation	○	○	○	○
Water/Wastewater/Stormwater	○	○	○	○
Other (please specify)	○	○	○	○

BD16 Which marketing techniques does your firm currently use? *Select all that apply.*

- [ ] Client-specific Marketing

- [ ] Corporate Blog

- [ ] Social Media Posts (LinkedIn, Facebook, etc.)

- [ ] E-newsletters

- [ ] Hard Copy Newsletters

- [ ] Content Marketing

- [ ] Thought Leadership

- [ ] Video Marketing

- [ ] Direct Mail

- [ ] Leads Generated from Website

- [ ] Trade Shows/Exhibits

- [ ] Virtual Trade Shows

- [ ] Public Relations

- [ ] Email

- [ ] Other (please specify)

_____

BDEND Thank you for your participation. You have reached the end of the Business Development section. If you wish to review and modify your answers in this section, please do so now using the "Back" button.

Project Management Section

Q246

PMINFO1

This section of the survey gathers critical insights into firms' project management key performance indicators (KPIs), assesses the impact of project management-focused resources, and identifies valuable training opportunities. Specifically, this section assesses the factors contributing to project execution successes, evaluates methods firms employ to measure project performance evaluations and client satisfaction, and explores the current project management challenges firms are facing today.

PM1 Does your firm currently track the following key performance indicators (KPI)? *For each item, select yes or no.*

	Yes	No
Average billing rate	○	○
Average collection period (days sales outstanding) for A/R Aged	○	○
Client satisfaction	○	○
Cost variance	○	○
Earned value management	○	○
Effective billing rate	○	○
Estimate at complete	○	○
Estimate to complete	○	○
Multipliers	○	○
Net revenue	○	○
On-time delivery	○	○
Profitability	○	○
Schedule variance	○	○
Other (please specify)	○	○

PM2 What percentage of your firm's current projects are being reported as on or under budget?

_____

PM3 What percentage of your firm's current projects are being reported as on or ahead of schedule?

_____

PM25 What percentage of your projects utilize Building Information Management as part of the design process?

_____

PM4 Please rate the level of visibility – the ability to access and review individual or firm-wide metrics, as needed – project managers and principals have for each of the following project performance metrics. *Provide a response for each item below.*

	Very Low	Low	Moderate	High	Very High	refusal
Schedule variance	○	○	○	○	○	○
Cost variance	○	○	○	○	○	○
Project-specific KPIs	○	○	○	○	○	○
Client satisfaction	○	○	○	○	○	○

PM5 What is your level of confidence in your firm's ability to accurately report on the following project performance metrics? *Provide a response for each item below.*

	Very Low	Low	Moderate	High	Very High	refusal
Schedule	○	○	○	○	○	○
Budget	○	○	○	○	○	○
Actual cost	○	○	○	○	○	○
Overall project performance	○	○	○	○	○	○

PM6 Approximately what percentage of your firm's projects use a <u>clearly defined</u> project management process?

○ 0%

○ 1%–24%

○ 25%–49%

○ 50%–74%

○ 75%–99%

○ 100%

PM7 Does your firm have a Project Management Office (PMO) or a center of excellence for projects?

○ Yes

○ No

PM8 Approximately what percentage of project leaders at your firm have formal project management training?

○ 0%

○ 1%–24%

○ 25%–49%

○ 50%–74%

○ 75%–99%

○ 100%

PM9 Does your firm offer the following tools and resources to project managers? *For each item, select yes or no.*

	Yes	No	refusal
Formal internal PM training	○	○	○
Formal external PM training	○	○	○
External PM certification	○	○	○
Internal PM certification	○	○	○
Informal internal PM meetings	○	○	○
PM mentor program	○	○	○
PM best practices	○	○	○
PM continuous improvement group	○	○	○
PM training resources for self-study	○	○	○
Business development training for PMs	○	○	○
Project Financial Management for PMs	○	○	○
Other (please specify)	○	○	○

PM10 Which of the following software does your firm use for project planning or resource scheduling? *Select all that apply.*

☐ Microsoft Excel

☐ Microsoft Project

☐ Deltek (Ajera, Vantagepoint or Vision)

☐ Primavera

☐ SharePoint

☐ Smartsheet

☐ Google Sheets

☐ Unanet AE (Clearview)

☐ BQE

☐ BST

☐ Other (e.g., internal software) (please specify)

_____

PM24 What are the most effective ways that your project teams collaborate? *Please rank from most effective [1] to least effective [6]. If you do not use a particular method, leave the box next to it blank.*

_____ Daily Standups

_____ Weekly project status meetings

_____ Monthly project update meetings

_____ Virtual team coordination via collaboration tool like Microsoft

Teams (no scheduled meetings)

_____ Ad-hoc meetings as needed for specific topics/concerns

_____ Other

PM11 Which of the following software does your firm use for project or team collaboration? *Select all that apply.*

☐ Basecamp

☐ Bluebeam

☐ Box

☐ Deltek PIM

☐ DropBox

☐ Email

☐ File Share

☐ Homegrown applications

☐ Microsoft OneNote

☐ Newforma

☐ Procore

☐ ProjectWise

☐ SharePoint

☐ Slack

☐ TonicDM

☐   Microsoft Teams

☐   Other (please specify)

_____

PM12 Does your firm use the following tools to share large files internally, externally, both, or not at all? *Provide a response for each item.*

	Internally	Externally	Both internally and externally	Not at all
Newforma	○	○	○	○
Box	○	○	○	○
CDs/portable storage device	○	○	○	○
Deltek PIM	○	○	○	○
DropBox	○	○	○	○
Email	○	○	○	○
FTP	○	○	○	○
Google Drive	○	○	○	○
Internal network folders	○	○	○	○
SharePoint	○	○	○	○
TonicDM	○	○	○	○
Microsoft Teams	○	○	○	○
Other (please specify)	○	○	○	○

PM27 What are your **Top 3 Challenges** when documenting project site visits and producing field reports? *Rank your top three choices with 1 being the most challenging to 3 being less challenging.*

_____ Amount of time between site visit and creating field reports

_____ Lack of project team collaboration

_____ Amount of time needed to capture and report findings

_____ Combining handwritten notes and digital photos after the site visit

_____ Lack of tools to support conducting efficient site visits

_____ Integrating site results with other project management software

_____ Access to current drawings/plans at the job site

PM13a Does your firm complete internal project performance evaluations?

○ Yes, for all projects

○ Yes, for strategic projects

○ Yes, for new clients only

○ No

PM13C In 2025, is your firm considering conducting internal project performance evaluations?

○ Yes, for all projects

○ Yes, for strategic projects

○ Yes, for new clients only

○ No

PM14a For what types of projects does your firm currently measure client satisfaction?

○ All projects

○ Strategic projects

○ New clients only

PM14b In 2025, is your firm considering measuring client satisfaction?

○ Yes

○ No

PM15 How frequently does your firm typically measure client satisfaction?

○ Annually

○ At the end of the project

○ At key project milestones

○ Irregularly

PM16b Who at your firm typically contacts clients about their satisfaction?

○ Project member

○ Project manager

○ Executive team

○ Third-party organization

PM17 What does your firm do well relative to your project management processes? *Rank your Top 3 Choices with 1 being the top strength.*

_____ Qualified project managers

_____ Strong project management procedures

_____ Well-defined scope

_____ Having the right software tools

_____ Alignment with executive management

_____ Accurate project cost and timeline forecasting

_____ Collaboration and communication

_____ Schedule viability/schedule maturity

_____ Manage client relationships

PM18 Over the next 3 years, what will be the **Top 3 Challenges** facing your firm's project management function? *Rank your top three choices with 1 being the top challenge.*

_____ Staff shortages

_____ Insufficient or poorly executed project management procedures

_____ Poorly defined scope

_____ Collaboration and communication

_____ Accurate project cost and timeline forecasting (ETC/EAC)

_____ Managing project information (e.g., drawings, documents, emails)

_____ Competing priorities, including project management, design, business development, etc.

_____ Inexperienced project managers

_____ Having the right software tools

_____ Schedule viability/schedule maturity

_____ Alignment with executive management

_____ Conduct meaningful project retrospectives

_____ Accountability

_____ Other challenge (please specify)

PM19 What initiatives do you plan to pursue over the next 3 years to address your firm's top Project Management challenges? *Rank your **Top 3 Choices** with 1 being the most important.*

_____ Invest in better software tools

_____ Invest in internal PM training

_____ Develop a PM discipline or center of excellence

_____ Develop internal PM best practices

_____ Improve project information management processes

_____ Develop and track formal KPIs and project status

_____ Invest in external PM training

_____ Develop formal project risk management programs

_____ Hire more qualified staff

_____ Formal PMP certification

_____ More clearly defined responsibilities for project management, business development, and design

_____ Hire more production staff

_____ Conduct project retrospectives and leverage data to inform future project decisions

_____ Other initiatives (please specify)

PM20 What phase of the project lifecycle is typically the most challenging to execute for your company?

○ Bidding/Proposal (Contract Award)

○ Initiation Phase (Contract Kickoff)

○ Planning Phase

○ Execution Phase

○ Closure Phase

PM21 What construction specification software does your firm use? *Select all that apply.*

☐ ARCAT

☐ Specpoint/AIA MasterSpec

☐ SpecLink

☐ VisiSpecs

☐ SpecsIntact

☐ N/A or none

☐ Other (please specify)

_____

PM22 What are the **Top 3 Challenges** your company faces with construction specifications? *Rank your top three choices with 1 being the biggest challenge.*

_____ Lack of specification writers on staff

_____ Lack of integrated technologies (ex. drawings and specs in parallel)

_____ Limited collaboration with design team

_____ Challenges collaborating across the project team to create a complete specs package

_____ Time to research and identify the right products

_____ Time to produce complete project spec package

_____ Reliable and up-to-date building product information

_____ Resources to keep firm's office masters up to date

_____ Other challenge (please specify)

PM23 What are the **Top 3 Challenges** your teams face managing project information? *Rank your top three choices with 1 being the top challenge.*

_____ Office/project site coordination

_____ Managing project email

_____ Administrative workload

_____ Project document workflows

_____ Managing submittals and RFIs

_____ Sharing project files with all team members effectively

_____ Project collaboration for deliverables

_____ Managing quality of deliverables

_____ Other challenge (please specify)

PM26 At what frequency does your firm review specific project performance?

○ Weekly/monthly/quarterly status reports shared with leadership

○ Regular meetings with PMs and financial team to discuss potential risks

○ At key project milestones

○ When project KPIs are below pre-defined threshold

○ At the end of the project only

PMEND Thank you for your participation. You have reached the end of the Project Management section. If you wish to review and modify your answers in this section, please do so now using the "Back" button.

Human Capital Management Section

Q247

HCMINFO1

This section is designed to capture critical insights into firms' human resources (HR) metrics, including insights on headcount changes, the effectiveness of performance measures, and the time required to fill open positions. Additionally, the survey seeks inputs on career development initiatives, employee benefits, and the current landscape of HR challenges within your organization.

HCM1 What was your firm's headcount at the beginning and end of the year 2024? *Include full-time equivalent (FTE) employees who received a W-2, T-4, or equivalent. Round to the nearest whole number.*

Start of Year	
End of Year (your firm's end of year headcount was ({Survey Calculation})	
New Hires	
Voluntarily Terminated	
Involuntarily Terminated	

HCM1a Of those voluntarily terminated, how many are considered 'Regrettable Attrition'?

_____

HCM2 How many additional employees did your firm pay in 2024? (Part-time, special projects, etc.)

HCM3 At the end of 2024, approximately how many employees did your firm have in each of the following categories? *Report in terms of Full Time Equivalents (FTE).*

Technical and Professional	
Marketing and Business Development	
Financial/Accounting	
Technology/IT	
Human Resources	
Administrative or Clerical	
Other Executive Staff Members	
Other Employees	

HCM4 Does your firm have more, fewer, or about the same number of open positions compared to this time last year?

○ More open positions

○ About the same

○ Fewer open positions

HCM5 For what reason does your firm have more open positions this year?

○ Growth

○ Cannot fill existing positions

○ Both growth and cannot fill existing positions

HCM30 How many HR applications does your firm use?

○ 3 or more

○ 2

○ 1

○ 0

○ Not sure

HCM30a How many of these applications are integrated with your ERP/financial management solution?

○ 3 or more

○ 2

○ 1

○ 0

○ Not sure

HCM10 When was the last time your firm significantly added to or replaced its primary HR solutions?

○ Within the last year

○ 1 to 3 years ago

○ 3 to 5 years ago

○ More than 5 years ago

HCM11 Does your firm offer professional development opportunities through any of the following? *Select all that apply.*

☐ Professional licenses

☐ Professional certifications

☐ Conference attendance

☐ Continuing education reimbursement

☐ Formal learning programs

☐ First-line supervisor leadership development programs

☐ Middle management leadership development programs

☐ Executive experiential leadership programs

☐ High-potential programs

☐ Rotational job assignments

☐ Mentoring programs

☐ Ability to participate as volunteer for community projects

☐ Formalized reskilling program

☐ Other (please specify)

_____

HCM12 Does your firm have a Learning Management System (LMS)?

○ Yes

○ No

HCM37 What technology is your firm leveraging for recruiting and interviewing? *Select all that apply*.

- ☐ Blind interviews

- ☐ Video interviews

- ☐ Artificial Intelligence interviews

- ☐ Mobile-friendly careers platform

- ☐ Candidate relationship management solution

- ☐ Text messaging

- ☐ Passive recruiting through social media, etc.

- ☐ Post-interview process candidate surveys

- ☐ Bias blocking technology

- ☐ AI Sourcing

- ☐ Other (please specify)

_____

HCM39 What are the **Top 3 Challenges** you are facing in building a Diversity, Equity and Inclusion program? *Rank your top three choices with 1 being the most challenging to 3 being less challenging.*

_____ Limited budget to implement a program

_____ Lack of internal knowledge on DEI

_____ Unsure what to measure or implement

_____ Understanding employees' perspectives on your culture

_____ Gaining leadership buy-in on your program

_____ Gaining employee buy-in on your program

HCM15 What is your firm's average time to fill a position?

○ 0–30 days

○ 31–60 days

○ 61–90 days

○ >90 days

HCM18 Have you experienced any of these events in the last year? *Select all that apply.*

- ☐ Merger

- ☐ Acquisition

- ☐ Reduction in force

- ☐ Significant increase in voluntary turnover

- ☐ Hiring outside the country

- ☐ Challenges adhering to new laws and regulations

- ☐ None

HCM31 What initiatives, if any, are you pursuing to create a modern, employee-focused culture to bolster engagement, retention, and attract top talent? *Rank your **Top 3 Choices** with 1 being the most important to 3 being less important.*

_____ Modernizing performance management practices

_____ Implementing various DEI initiatives

_____ Building visible career paths

_____ Investing in employee training and development

_____ Improving/increasing quantity and quality of Manager/Employee communication

_____ Ensuring practices align with mission, vision, values

_____ Implementing employee recognition and rewards programs

_____ Focus on more work/life balance and mental health issues

_____ Implementing or expanding remote/hybrid work opportunities

☐ No new initiatives at this time

HCM19 Which of the following key performance indicators is your firm currently tracking? *Select all that apply.*

- [ ] Revenue per FTE

- [ ] Time lag between employee process steps

- [ ] Percentage of accepted offers

- [ ] Time to fill positions

- [ ] Percentage of your workforce being promoted

- [ ] Voluntary turnover

- [ ] Involuntary turnover

- [ ] Regrettable attrition

- [ ] Employee retention

- [ ] Employee engagement

- [ ] Lead time from hire to billable

- [ ] Resume-to-hire ratio by position

- [ ] Applicant satisfaction

- [ ] Average cost per hire

- [ ] Quality of hire

☐   Diversity, Equity and Inclusion

☐   Other (please specify)

_____

HCM32 What types of Diversity, Equity, & Inclusion metrics are you tracking, if at all?

- ☐ Hiring

- ☐ Pay Equity

- ☐ Representation

- ☐ Retention

- ☐ Advancement

- ☐ Job Satisfaction and Engagement

- ☐ Diversity in Leadership

- ☐ Diversity in Suppliers/Partner Organizations

- ☐ We are not tracking DEI metrics at this time

HCM20a What percentage of your offers in 2024 were accepted?

_____

HCM33 What percentage of job offers made to candidates were accepted on the initial offer made without necessitating additional negotiation? *Please select one response:*

○ 75-100%

○ 50-74%

○ 25-49%

○ 0-24%

○ We don't track this

HCM34 What were the **Top 3 Reasons** that candidates turned down your firm's job offers? *Rank your top three choices with 1 being the most frequent to 3 being less frequent.*

_____ Compensation too low

_____ Lack of flexibility to work remote

_____ Concern with work/life balance

_____ Candidate experience was poor

_____ Took too long to make an offer

_____ Quality/cost of benefits

_____ Concern about direction/culture of company

_____ Not interested in the actual job/position

HCM21 Does your firm track the average time (in days) it takes to transition from "hire" to "billable" for each employee?

○ Yes

○ No

HCM21a What is your average lead time from hire to billable in days?

_____

HCM23a Does your firm have a formal succession plan?

○ Yes

○ No

HCM23b Who does the formal succession plan apply to within your firm?

○ All employees

○ High-potential employees

○ First-line leaders

○ Current leaders and next-in-line leaders

HCM24a Does your firm have a formal career development plan?

○ Yes

○ No

HCM24b Who does the formal career development plan apply to within your firm?

○ All employees

○ High-potential employees

○ First-line leaders

○ Current leaders and next-in-line leaders

HCM25 Does your firm have a skills repository that helps you resource and acquire staff for its projects?

○ Yes

○ No

HCM25a Where are you managing your skills repository?

☐ Spreadsheets

☐ HCM/HR solution

☐ Resource Planning tool/Project management solution

☐ Other_____

HCM26 What will be the **Top 3 Challenges** in <u>acquiring new staff</u> for your firm in the next 3 years? *Rank your top three choices with 1 being the most important.*

_____ The ability to offer competitive benefits to candidates
_____ Matching qualified candidates to open positions
_____ Making better use of social media as an acquisition channel
_____ Faster onboarding of new employees
_____ The availability of good candidates in the marketplace
_____ The ability to offer competitive compensation to candidates
_____ Aligning acquisition goals with the strategic goals of your company
_____ Developing a more effective employee referral program
_____ Reputation of firm
_____ Increased competition due to remote\hybrid work flexibility
_____ Other challenge (please specify)

HCM27 What will be the **Top 3 Initiatives** for <u>acquiring new staff</u> for your firm in the next 3 years? *Rank your top three choices in order of importance with 1 being the top initiative.*

_____ Creating or improving employee referral incentives
_____ Increasing your internal HR staff
_____ New talent acquisition solution
_____ Outsourcing more recruitment activities
_____ Tracking passive candidates
_____ Improve onboarding processes and procedures
_____ Provide better benefits to be more competitive in the market
_____ Improve compensation offering
_____ Improve perception of firm in the marketplace to attract better talent
_____ Expand talent pool via distributed workforce options
_____ Other initiative (please specify)

HCM28 What are your firm's **Top 3 Challenges** in <u>managing human resources</u>? *Rank your top three choices in order of importance with 1 being the top challenge*.

_____ Learning and development programs

_____ Performance management

_____ Workforce capacity and planning

_____ Retaining employees

_____ Wellness programs

_____ Succession and career development planning

_____ Reward and recognition programs

_____ Employee engagement/experience

_____ Not enough HR staff

_____ Facilitating flexibility and work/life balance

_____ DEI concerns

_____ Staying compliant with new rules and regulations

_____ Other challenge (please specify)

HCM38 What are your firm's **Top 3 Initiatives** for managing human resources in the next 3 years? *Rank your top three choices in order of importance with 1 being the top initiative.*

_____ Create/improve employee engagement programs
_____ Invest in a human capital management solution
_____ Develop a better career development, succession planning and internal employee promotion program
_____ Improve employee resource management programs and procedures
_____ Improve employee rewards and recognitions program
_____ Create/improve mentorship program
_____ Strategic workforce planning
_____ Diversity, Equity and Inclusion program build-out
_____ Create/improve Diversity, Equity and Inclusion program
_____ Implementing modernized/continuous performance management
_____ Hire additional/more experienced HR professionals
_____ Implement/improve workplace flexibility or work/life balance programs
_____ Other initiative (please specify)

HCMINFOEND Thank you for your participation. You have reached the end of the Human Capital Management section. If you wish to review and modify your answers in this section, please do so now using the "Back" button.

Please select any additional sections to which you are prepared to respond.

For each item, select yes or no.

	Yes	No
Section 1: Technology Trends	○	○
Section 2: Financial Statements	○	○
Section 3: Business Development	○	○
Section 4: Project Management	○	○
Section 5: Human Capital Management	○	○

Survey End

CONSENT Would you like to receive a scorecard showing your firm's performance along key metrics compared to the average firm participating in this year's Clarity study?

○ Yes

○ No

RC1 Please confirm the recipient of your firm's Clarity study scorecard:

○ Company Name

_____

○ Email Address

_____

○ First Name

_____

○ Last Name

_____

Q254 The findings of this survey will be published into the 46th Annual Deltek Clarity A&E Industry Study. While your responses from the survey will be reported on in aggregate, Deltek would like to take the opportunity to discuss your participation in the survey and how you leverage the study.

Are you open to being contacted about this and potentially joining a Deltek webinar or contributing to a blog post?

○ Yes, I would like to be contacted and participate in Deltek Clarity marketing programs

○ Yes, I would like to be contacted for discussion and feedback only

○ No, thank you. I don't want to participate

ENDINFO Please click Submit to complete the survey.