

2024 A/E/C HR Summit

LET'S GROW!
STRATEGIC GROWTH TRANSFORMATION,
BUILDING BEYOND A CORPORATE PLATEAU



Your Tour Guide

Meet Ruthie

A whizz at People Management with a ton of know-how under her belt! Truly the life and soul of CSHQA's everyday shenanigans.





Your Announcer

Meet Gabe

CSHQA's Master of
Coins and Data,
keeping the
company's treasure
tally on the straight
and narrow!



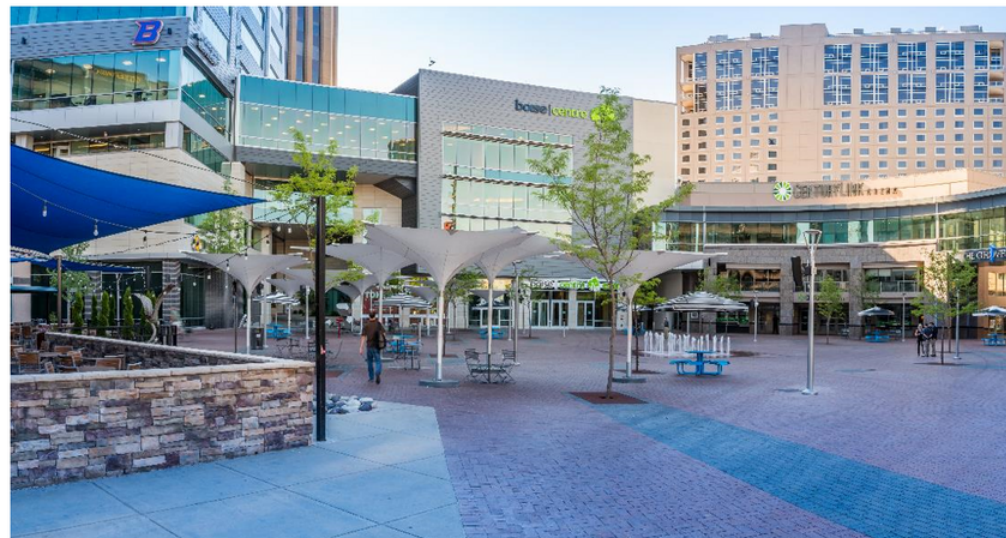


EXPERTISE

- Architecture
- Engineering
- Historic Preservation / Restoration
- Interior Design
- Landscape Architecture
- Modular Design

INDUSTRIES

- Automotive
- Aviation
- Civic / Government
- Grocery
- Healthcare
- Higher Ed
- Hospitality
- K-12
- Mixed-use
- Multi-family housing
- Office
- Recreation
- Retail

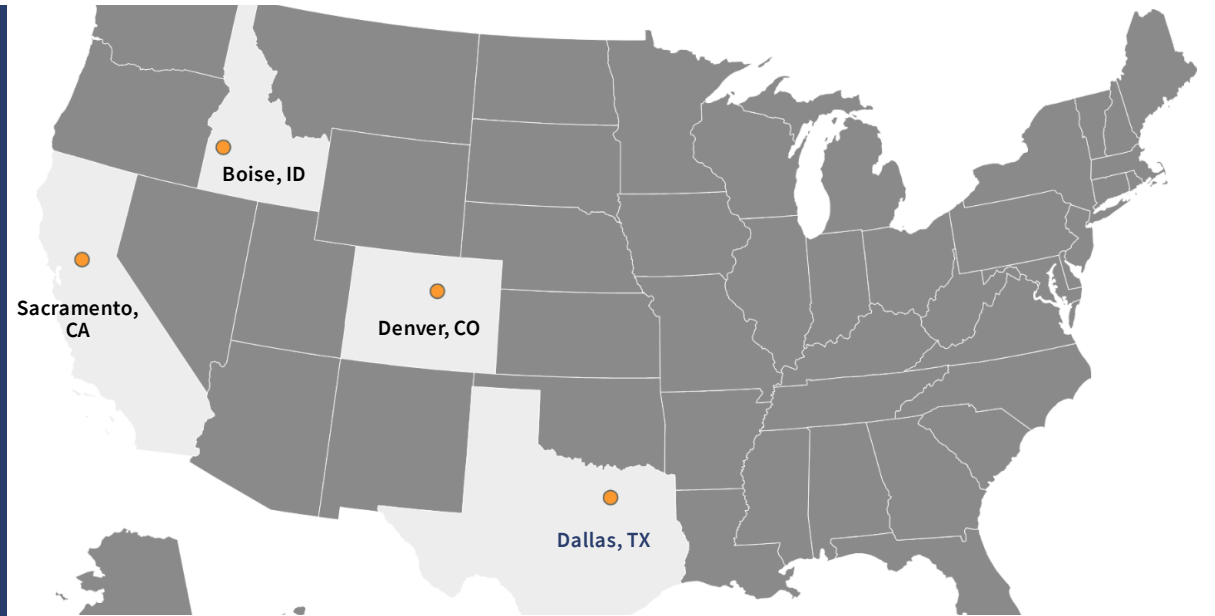




100+ skilled
employee-owners

4 Offices

Collaboration · Creativity
Excellence · Integrity · Knowledge



OVERVIEW



2018 – 100%
Employee
Owned



2022 - Growth
Transformation



2023 - The
Journey Begins

2017- ESOP
Creation

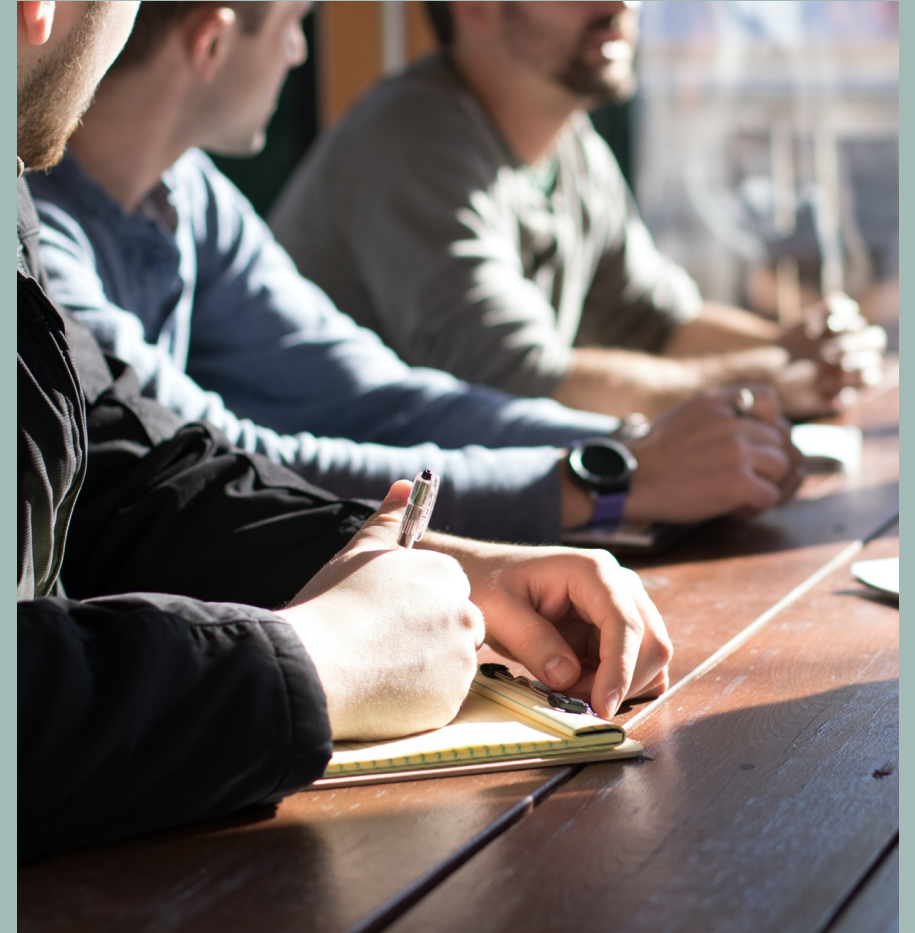


DEFINING GROWTH FOR CSHQA

PEOPLE

COMPANY

CULTURE



Leadership

Organizational

Business Development and Marketing

Project Management

Metrics



**Growth
Transformation**

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| | 11 | 12 | 13 | 14 | 15 | 16 | 17 |
|-----------------|------|-------|------|------|------|-------|------|
| GROSS SALES | 5.91 | 6.93 | 8.09 | 8.50 | 10.0 | 11.0 | 12.1 |
| % SALES GROWTH | | 17.3 | 16.7 | 5.1 | 17.6 | 10.0 | 10.0 |
| EBITDA (MM) | 0.26 | 0.075 | 1.2 | 1.0 | 1.5 | 2.0 | 2.42 |
| % EBITDA | 4.4% | 1.1 | 14.8 | 13.3 | 15.0 | 18.2 | 20.0 |
| % EBITDA GROWTH | | | 827% | 35% | 50% | 33.3% | 21% |



Analysis and Next Steps

Streamline for employee
success



Help us scale up and
grow



Provide a roadmap to
get us there



The Journey Begins...

Right Person Right Place

Refocus on Data and Metrics

Office Vibes

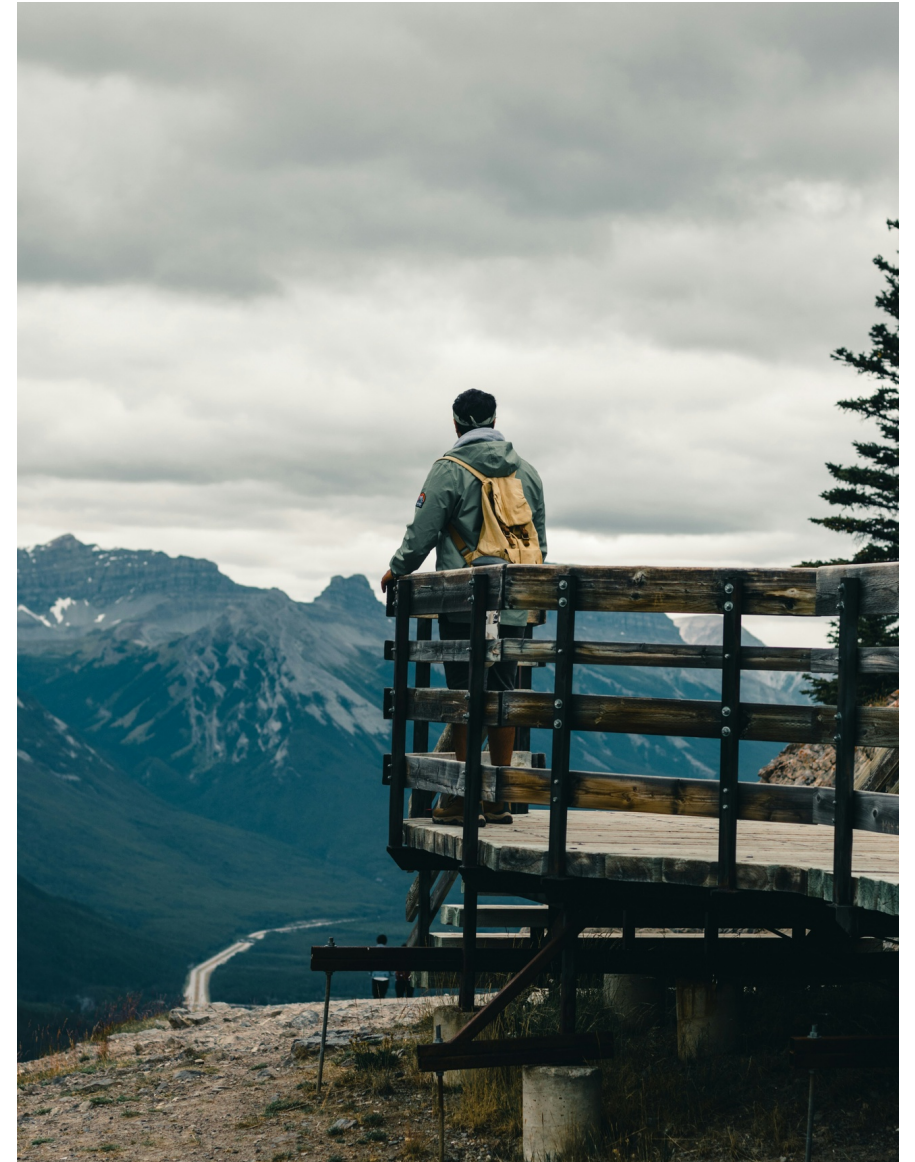


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So... How's it going?

Takeaways

"When you're uncomfortable, that's when you learn something new about yourself." - Arca



No matter your company's age or pedigree, there's always a shot at playing makeover!



How can we improve on what we've got?



Switching gears, it's a tricky game!

Thank You

Evaluation



The Transformation Journey

Appendix

- **Leadership**
 - Streamline weekly Executive level meetings
 - Identify a dedicated Operational Executive
 - Promote Firm-wide focus for top Executive Role
- **Organizational**
 - Reduce amount of organizational scope for Principals
 - Incorporate support for Studios to enhance "one CSHQA"
 - Establish General Staff model for training and mentorship
 - Create consistency and efficiency in communication channels

The Transformation Journey

Appendix

- **Business Development/Marketing**
 - Hire a dedicated leader to establish processes
 - Identify and clarifying CSHQA-specific brand
 - Capture near-term opportunities for growth
- **Project Management**
 - Provide enterprise-level oversight to the PM role
 - Determine model for PM disciplines
 - Implement consistent training and processes

The Transformation Journey

Appendix

- **Metrics**
 - Improve quality of data to promote reliable analysis
 - Initiate consistent parameters for recording labor data
 - Share current firm performance regularly with employee-owners
 - Align performance reviews with promotions and incentives

The Journey Begins

Right Person, Right Place

- Executive Leadership focused on decision making and future strategic direction
- Operational Support makes doing meaningful work easier
- Focus on enabling talented professionals to be great at their jobs
- Ownership/Structures/Processes to identify and capture growth opportunities
- Present clear career paths for technical, professional and operational staff

The Journey Begins

Refocus on Data and Metrics

- Financial performance improvements that result in increased valuation for EOs
- Improve the timeliness and quality of data
- Provide consistent two-way feedback loops
- Enable accurate analysis for prompt decision making
- Benchmark against industry leaders to help track progress

The Journey Begins

Office Vibes

- Realization of One CSHQA fulfills the cultural promise our people believe in
- Effective and transparent performance measures that enable us to hold each other accountable and build trust as a foundation for positive culture
- More intentional celebrations, aka the "Bell Ring"
- Continued improvements to firmwide and "tiered" benefit packages
- Create more consistent and improved communication channels