

## To plan for the future of your firm, you need people who understand your past.

The consultants at Dannible/McKee and Associates have decades of experience sharply focused on serving the A/E/C market. In fact, our guidance is so sought-after, we regularly conduct well-attended seminars across the country, specifically to address the business needs of architects, engineers, designers, environmental consultants and other consulting firms.

And while we've achieved successes for many firms like yours, we recognize that no two firms are exactly alike. That's where our experience becomes so valuable, as we hone in on the details that make your situation unique. We'll help you identify risks, leverage strengths, sort out alternatives and arrive at the best pathway to achieve your individual objectives and the collective objectives of your firm.



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To learn more about how we can guide you toward creating a blueprint for success, contact Dannible/McKee and Associates today.

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Dannible/McKee and Associates is also a valuable partner experienced in assisting A/E/C clients in a number of other financial areas. Look to us for **strategic planning**, to help you work toward long-range growth. Rely on us for **financial management**, as we analyze your historical operations, identify key indicators and establish a financial model to achieve profitability and cash flow goals. Depend on us for **litigation support services** and expert witness testimony, as we have proven our value in courtrooms across the country. We're also experts with **mergers & acquisitions**, lending our years of experience to such areas as due diligence reviews, negotiations, tax implications and overall structuring of the deal.

Finally, you could benefit from our experience with Federal Acquisition Regulations (FAR) overhead rate audits and analysis. Let us identify ways to improve your profit margins and maximize returns on government contracts. Design firms regularly turn to us for:

- Review of historical FAR overhead rates
- Modifications to maximize future rates
- Preparation for FAR audits
- Negotiation of disputes



# Thoughtful planning creates a blueprint for your firm's success.



Expert valuation, ownership transition and business consulting guidance for A/E/C firms.



The future of your design firm depends on a series of crucial decisions.

We're uniquely qualified to help you make them.

You've built a firm by providing your clients with meticulous planning and thoughtful design services. Now, as important decisions regarding your future and the future of your firm loom on the horizon, that same level of care is essential for success. So make a plan and move forward – confidently – with the expert guidance of Dannible/McKee and Associates.

## Design Firm Valuation

The proper valuation for a design firm is both an art and a science. We approach the valuation of your firm with fluid thinking, casting a discerning eye toward historic financial results, current and future performance and the complex economic environment in which your firm operates.

Whether your firm needs to be valued to structure a plan for internal ownership transition, merger or acquisition, estate and gift tax, ESOP compliance, business or marital dissolution, or a host of other purposes, you can trust the experience and expertise of the professionals at Dannible/McKee and Associates. We've provided valuations for hundreds of A/E/C firms all across the country over the past 30+ years. Our professionals routinely appear as expert witnesses, and our track record instills a high degree of peace-of-mind in every Dannible/McKee business valuation. Meeting the highest standards of defensibility is imperative in an era when valuation reports are so commonly subjected to intense scrutiny. Whether you need to withstand Daubert challenges, comply with all aspects of IRS Revenue Ruling 59-60, sustain third-party reviews from the Department of Labor, state and federal courts or private legal counsel, you can depend on our experienced team.

The depth of our experience in the A/E/C industry, our extensive list of certifications, qualifications and resources, set Dannible/McKee and Associates apart from all others in providing the highest quality of business valuation services for today's design firm.

## Ownership Transition

There's nothing easy about transferring ownership of your life's work. It is a complex process filled with challenges – both professional and personal. This is not the time to trust matters to individuals whose expertise lies in other areas. You need an experienced team that has quarterbacked the ownership transition of hundreds of A/E/C firms across the country. You need people with the skills and knowledge to anticipate obstacles, and the human understanding to guide you through them. You need the experts at Dannible/McKee and Associates.

In planning for ownership transition, we help guide design firm owners in establishing goals, developing a criteria for ownership and evaluating the goals and objectives of key personnel. We work closely with all of your firm's key players in meshing the goals between generations and developing a plan that properly addresses the key considerations of timing, affordability, funding and tax-efficiency.

Our proven strategies for internal ownership transition planning are unique to each design firm and may include:

**Corporate and Partnership Recapitalizations • Nonqualified Deferred Compensation • Employee Stock Ownership Plans (ESOPs) • Cross-Purchases • Stock Redemptions • Buy/Sell Agreements • Qualified Retirement Plans**

For design firms considering an external transition strategy, including merger or acquisition, a similar detailed planning process is required to ensure success. While such a move is usually a once-in-a-lifetime experience for any firm, we've navigated through the process again and again, giving us unparalleled insight into how best to negotiate, structure and manage it all for you.

In addition to thorough familiarity with all the financial and legal aspects of ownership transition, we never lose sight of the human element. Our professionals will hold extensive personal discussions with you and all key associates. This allows us to secure an understanding of all points of view and maximize the opportunity for a successful transition.

## Buy / Sell Agreements

In planning for ownership transition, it's easy to plan for known events – including the anticipated retirement of an owner. However, most disputes arise when an unanticipated event occurs. The sudden death, disability or separation from service of an owner can leave a firm, who has not adequately planned for this contingency, in a state of confusion and can result in the dissolution of value to the remaining owners.

Therefore, one of the most important keys to a successful ownership transition plan is the implementation of a comprehensive buy/sell agreement which properly protects the interests of each owner, preserves value and prevents disputes when an event of transfer occurs, whether anticipated or not.

In addition to providing restrictions on transfer, a successful agreement should automatically provide an offering process for shares that become available, establish a value for the shares, the payment terms and contain other necessary provisions to protect the firm and its owners.

Our experts have decades of experience working with legal counsel in developing comprehensive buy/sell agreements to not only foster ownership transition, but to protect the firm's interests and that of its owners. Even if your firm already has an agreement in place, it should be critically reviewed periodically as your firm's key personnel, economic conditions and income tax laws continuously change, subjecting your firm and its owners to potentially significant unintended consequences.

