



INTRODUCTION

KEY FINDINGS

Grassi's comprehensive survey of 248 Construction and Architecture & Engineering (A&E) leaders reveals promising projections for 2024. Three-quarters expect stable revenues in 2024, with 56 percent anticipating a revenue increase over the prior year.

General Contractors are the most optimistic, with 63 percent expecting revenue growth, while only 49 percent of A&E firms share that perspective. More than one-third of subcontractors are likely to predict a revenue decline.

Despite the optimism about increased revenue, there are major operational concerns, including inflation, the shortage of skilled labor, compounded by the increased cost of labor, the rise in material costs, and the uncertain political climate. Additionally, most in the industry predict that their backlog will be the same or lower in 12 months time than it is now, with 81 percent of A&E firms and 75 percent of Subcontractors holding that opinion, leaving General Contractors the least pessimistic at 64 percent. The industry has mixed feelings about residential construction in New York City over the next year, with A&E firms cautiously optimistic, General Contractors are evenly split between optimism and pessimism, and Subcontractors are decidedly pessimistic.

Balancing out these concerns, leaders across the industry report relative stability when it comes to procuring credit. Approximately two-thirds say their ability to obtain credit through bonding, bank financing, or other financing has not changed. A&E posted the most positive responses in this arena. General Contractors experienced the most volatility, but that was mostly good news, with about a quarter saying their ability to secure credit had increased.

FORECAST REVENUE GROWTH IN 2024

OF GENERAL
CONTRACTORS
PREDICT REVENUE
GROWTH IN 2024

PREDICT THEIR BACKLOG WILL BE THE SAME OR LOWER IN 2024

SAY THEIR ABILITY
TO SECURE BONDING
HAS REMAINED
THE SAME

Overhead costs for office and support staff increased for 83 percent of Construction and A&E firms within the last year and more than a third saw double-digit cost increases. Notably, for General Contractors and Subcontractors, inflation remains the number one concern by a wide margin; A&E firms said overall financial issues are the more worrisome topic. Labor issues remain prevalent—the combination of increased costs and shortages of quality or skilled labor is considered the biggest threat to these businesses in the next year, with 56 percent declaring it the top problem. Subcontractors ranked material costs as a graver threat.

General Contractors and Subcontractors also cite supply chain issues as a prevalent problem while that barely registers for A&E firms, which focus more on cybersecurity and succession as potential problems.

Supply chains have been a constant issue, with shortages causing price fluctuations. All three groups are taking steps to mitigate price volatility. One approach is to modify pricing practices and estimates for future bids—62 percent of General Contractors and 73 percent of Subcontractors are taking this route. At the same time, about 40 percent of both groups use purchase agreements to lock in prices, in addition to diversifying suppliers and contractor sources. A similar number of General Contractors are also increasing their prices, but only about a quarter of Subcontractors are doing so. A&E firms share that tactic with the Contractors, with 46 percent raising prices, while half also address project changes with their customers.

Although 81 percent of Subcontractors and 93 percent of General Contractors have cybersecurity protocols, A&E leads the way, with 96 percent having such protocols, and 64 percent using dual-factor authorization, far outstripping the other two segments.

While choppy seas remain for the near future, Construction and A&E firms are resolute about coping with uncertainty by adapting their strategies and seeking new solutions. SAY THEIR OVERHEAD COSTS HAVE INCREASED

SAY LABOR ISSUES ARE THE BIGGEST THREAT TO THEIR BUSINESS

OF A&E FIRMS HAVE CYBERSECURITY PROTOCOLS

OF SUBCONTRACTORS
ARE MODIFYING THEIR
ESTIMATING AND
PRICING PRACTICES
FOR FUTURE BIDS
IN RESPONSE TO
SUPPLY CHAIN PRICE
FLUCTUATIONS

ABOUT THE SURVEY



SURVEY OBJECTIVES

Assess the state of the Construction and A&E industry in New York and New Jersey at the beginning of 2024.

Look back at industry trends over the last 12 months.

Uncover strategies construction companies and A&E firms use to deal with rising costs and supply chain price fluctuations.

Discover construction and A&E industry leaders' expectations for the next 12 months.

These snapshots help industry leaders understand where their organization stands compared to their peers and provide valuable strategic insights to drive business growth.

METHODOLOGY

10-minute online survey

Conducted Feb. 15, 2024 to Mar. 20, 2024

248 total survey respondents

- 110 General Contractors including 11 Civil/Heavy Highway
- 59 Subcontractors
- 79 Architects & Engineers

Survey conducted by: Crain's Content Studio New York

ABOUT THE RESPONDENTS

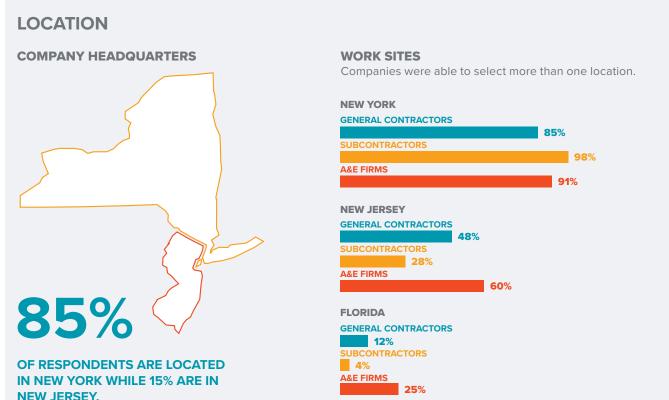
The 35-question survey was conducted in February and March 2024 among leaders in the Construction and Architecture & Engineering (A&E) industries. Respondents were further divided into three segments: General Contractors (includes Civil, Heavy Highway), Subcontractors and A&E firms.



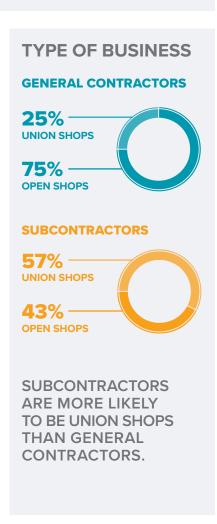
| JOB LEVEL | | | |
|------------------------|---|------------|--------------|
| OWNER/CEO/PRESIDENT | *************************************** | 47% | 040/ |
| CFO | ******* | 9% | 81% |
| OTHER C-LEVEL OFFICER | ****** | 8% | |
| VICE PRESIDENT | ****** | 7 % | ARE DIRECTOR |
| CONTROLLER | †† | 2% | LEVEL OR |
| DIRECTOR | ****** | 8% | HIGHER |
| SENIOR MANAGER/MANAGER | ************ | 19% | |











REVENUE

CONSTRUCTION AND A&E COMPANY REVENUES IN 2023

GENERAL CONTRACTORS

| \$ | 28% |
|--|--|
| \$ | 27% |
| \$\$\$\$\$\$\$\$ | 9% |
| \$\$\$\$\$ | 5% |
| \$\$\$\$\$\$\$\$\$\$\$\$ | 13% |
| \$\$\$\$\$\$\$\$\$ | 10% |
| | \$ |

Declined to answer: 8%

SUBCONTRACTORS

| < \$5 MILLION | \$ | 23% |
|---------------------|--|-----|
| \$5-\$49 MILLION | \$ | 40% |
| \$50-\$99 MILLION | \$\$\$\$\$\$\$\$\$ | 11% |
| \$100-\$199 MILLION | \$\$\$\$\$\$\$\$ | 9% |
| \$200-\$499 MILLION | | 0% |
| OVER \$500 MILLION | \$\$\$\$ | 4% |
| | | |

Declined to answer: 13%

A&E FIRMS

| < \$5 MILLION | \$ | 32% |
|---------------------|--|-----|
| \$5-\$49 MILLION | \$ | 25% |
| \$50-\$99 MILLION | \$\$\$\$\$\$\$\$\$ | 10% |
| \$100-\$199 MILLION | \$\$\$\$\$ | 5% |
| \$200-\$499 MILLION | \$\$\$\$\$\$\$\$\$ | 10% |
| OVER \$500 MILLION | \$\$\$\$\$\$\$\$\$\$\$ | 12% |

Declined to answer: 6%

EXPECTATIONS FOR 2024

Most companies feel that revenue will increase in 2024 compared to 2023, with General Contractors being the most optimistic. In a sign of stability, most companies across the industry

GENERAL CONTRACTORS

| DECREASE 19% SAM | E 18% INCREAS | E 63% |
|------------------|------------------|--------------|
| | | |
| SUBCONTRAC | TORS | |
| DECREASE 34% | SAME 15 % | INCREASE 51% |
| A&E FIRMS | | |
| DECREASE 26% | SAME 25 % | INCREASE 49% |

CREDIT

ABILITY TO SECURE CREDIT IN THE LAST 12 MONTHS

GENERAL CONTRACTORS

| В | O | N | D | Ш | V | (|
|---|---|---|---|---|---|---|
| | _ | | | | | |
| | | | | | | |

| DECREASED | 10% |
|---------------------|-----|
| INCREASED | 27% |
| NO CHANGE | 63% |
| BANK FINANCING | |
| DECREASED | 22% |
| INCREASED | 24% |
| NO CHANGE | 54% |
| ALL OTHER FINANCING | |
| DECREASED | 16% |
| INCREASED | 25% |
| NO CHANGE | 59% |
| | |

SUBCONTRACTORS

BONDING

| | DECREASED | 12% |
|---------|--------------|-----|
| | INCREASED | 12% |
| | NO CHANGE | 76% |
| BANK FI | NANCING | |
| | DECREASED | 22% |
| | INCREASED | 14% |
| | NO CHANGE | 64% |
| ALL OTH | ER FINANCING | |
| | DECREASED | 20% |
| | INCREASED | 14% |
| | NO CHANGE | 66% |

A&E FIRMS

BONDING

| | DECREASED | 5% |
|---------|---------------|-----|
| | INCREASED | 19% |
| | NO CHANGE | 76% |
| BANK FI | NANCING | |
| | DECREASED | 4% |
| | INCREASED | 18% |
| | NO CHANGE | 78% |
| ALL OTH | IER FINANCING | |
| | DECREASED | 9% |
| | INCREASED | 15% |
| | NO CHANGE | 76% |



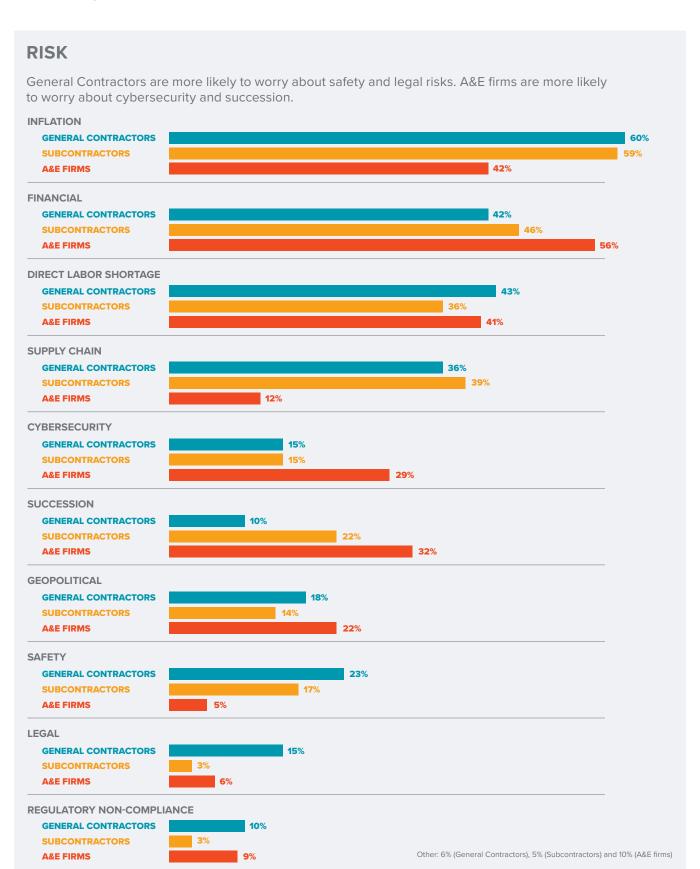
report no change in their ability to secure financing, with less than a fifth feeling that their ability has decreased.

CYBERSECURITY AND RISK

Nearly all companies across industries have some form of cybersecurity protocols. A&E firms are most likely to use dual-factor authentication and outsource cybersecurity.



Construction companies see inflation as the biggest risk to their business, while A&E firms are most concerned about financial risks.



RISING COSTS

Companies across industries use various strategies to cope with supply chain cost fluctuations. The most widely used strategy among Construction companies are to modify their estimating and pricing practices for future bids, while A&E firms favor addressing project changes with customers and raising fees.

| SUPPLY CHAIN COST FLUCTUATIONS | | |
|--|---------------------------------------|--|
| GENERAL CONTRACTORS | | |
| MODIFYING ESTIMATING/PRICING PRACTICES | 62% | General Contractors |
| USING PURCHASE AGREEMENTS TO LOCK IN PRICES | 41% | are more inclined than Subcontractors |
| DIVERSIFYING SUPPLIER/CONTRACTOR SOURCES | 37% | to treat supply chain |
| TREATING AS SCOPE CHANGE AND INCREASING PROJECT PRICE | 39% | cost fluctuations |
| STOCKPILING MATERIALS | 22% | as a scope change |
| NOT EXPERIENCING PRICE FLUCTUATIONS | 7% | and increase the project's price. |
| MODIFYING ESTIMATING/PRICING PRACTICES USING PURCHASE AGREEMENTS TO LOCK IN PRICES DIVERSIFYING SUPPLIER/CONTRACTOR SOURCES TREATING AS SCOPE CHANGE AND INCREASING PROJECT PRICE STOCKPILING MATERIALS NOT EXPERIENCING PRICE FLUCTUATIONS | 73% 44% 44% 25% 17% 3% | Subcontractors are more inclined than General Contractors to modify their estimating and pricin practices for future bids in response to supply chain cost fluctuations. |
| A&E FIRMS ADDRESSING CHANGES WITH CUSTOMERS | 50% | A&E Firms are more likely than Construction |
| RAISING FEES | 46% | companies to report |
| DIVERSIFYING CONSULTANTS | 25% | that they are not experiencing price |
| NOT EXPERIENCING PRICE FLUCTUATIONS | 13% | experiencing price |

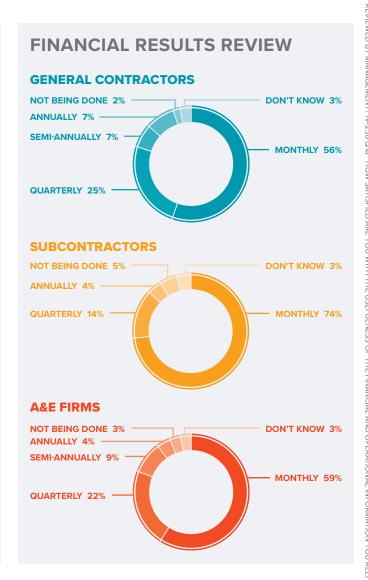
Companies across the industry overwhelmingly reported increased overhead costs associated with their office/support staff in the past 12 months, with A&E firms the hardest hit. Most report increases in the one to nine percent range.

OFFICE/SUPPORT STAFF COST INCREASE **GENERAL CONTRACTORS OVERHEAD COSTS HAVE DECREASED NO INCREASE** 1-9% **OVERHEAD** 20-29% **COSTS HAVE INCREASED SUBCONTRACTORS OVERHEAD COSTS HAVE DECREASED** 1-9% 40% 10-19% 33% **OVERHEAD** 20-29% **5**% **COSTS HAVE** 30+% **INCREASED A&E FIRMS OVERHEAD COSTS HAVE DECREASED** 1-9% REPORT THEIR 10-19% **OVERHEAD** 20-29% **COSTS HAVE** 30+% **INCREASED**

BUDGETING AND FORECASTING

Despite some overlap, most companies choose to perform budgeting and cash-flow forecasting on a company-wide or project basis. Management's monthly review of financial results is the most commonly used frequency across the industry.

BUDGETING/FORECASTING GENERAL CONTRACTORS General Contractors are the most likely to exclusively forecast on a company-wide or project-specific basis. PERFORMED ON A COMPANY-WIDE BASIS 52% **PERFORMED ON A PROJECT BASIS 62**% **ENVIRONMENT TOO VOLATILE FOR FORECASTING** 8% **SUBCONTRACTORS** Subcontractors are slightly more likely to forecast on a company-wide basis than a project-specific basis. PERFORMED ON A COMPANY-WIDE BASIS **54**% PERFORMED ON A PROJECT BASIS 50% **ENVIRONMENT TOO VOLATILE FOR FORECASTING** 17% **A&E FIRMS** A&E firms are the most likely to blend company-wide and project-specific budgeting and forecasting. PERFORMED ON A COMPANY-WIDE BASIS 68% PERFORMED ON A PROJECT BASIS **57**% **ENVIRONMENT TOO VOLATILE FOR FORECASTING** 4%



FINANCIAL AND OPERATIONAL DATA

Companies across the industry are satisfied with the financial and operational information available to them, with more than a quarter describing themselves as "very satisfied."

VERY + MODERATELY SATISFIED

GENERAL CONTRACTORS

SUBCONTRACTORS

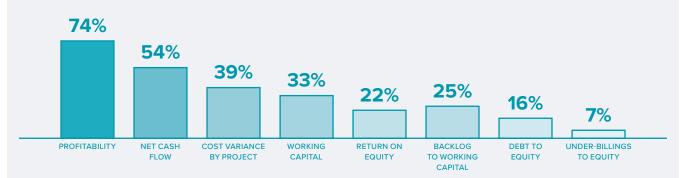
70% A&E FIRMS

KEY PERFORMANCE INDICATORS

Profitability and net cash flow are the most used KPIs across the industry. Cost variance by project and working capital are the next most popular performance measures among Construction companies, while utilization rate and customer satisfaction are the next most favored among A&E firms.

GENERAL CONTRACTORS

General Contractors are more likely than Subcontractors to use backlog to working capital as a KPI.



SUBCONTRACTORS

Subcontractors are less likely than General Contractors to use return on equity as a KPI.



A&E FIRMS

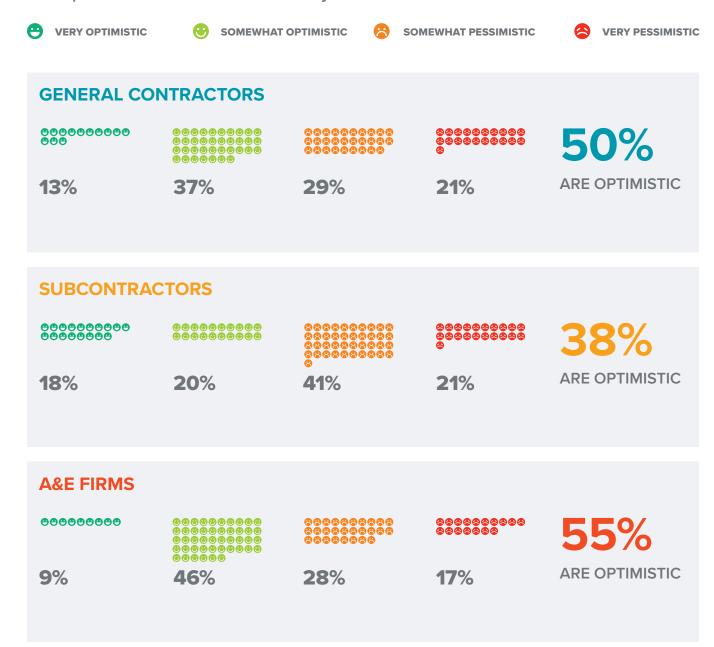
A&E Firms are less likely than Construction companies to use working capital as a KPI



EXPECTATIONS FOR THE FUTURE

HOW DO YOU FEEL ABOUT NEW YORK CITY RESIDENTIAL CONSTRUCTION?

Half of General Contractors and more than half of A&E firms are optimistic about New York City residential construction.



FEELING OPTIMISTIC ABOUT NEW YORK CITY RESIDENTIAL CONSTRUCTION

Companies' optimism about the future of residential construction in New York City differs from that of their pessimistic counterparts in several ways.

GENERAL CONTRACTORS

Optimistic General Contractors are more likely to:

EXPECT REVENUES
TO INCREASE IN 2024
COMPARED TO 2023

FEEL THAT THEIR ABILITY TO PROCURE CREDIT FROM ALL SOURCES HAS INCREASED OVER THE LAST 12 MONTHS HAVE EXPERIENCED NO
INCREASE, OR DECREASE,
IN OVERHEAD COSTS
ASSOCIATED WITH OFFICE/
SUPPORT STAFF

PRIORITIZE DIVERSIFYING
THEIR CUSTOMER BASE AND
IDENTIFYING SOLUTIONS
FOR SKILLED LABOR

SUBCONTRACTORS

Optimistic Subcontractors are more likely to:

EXPECT REVENUES TO REMAIN THE SAME IN 2024 COMPARED TO 2023

PRIORITIZE MANAGING CASH-FLOW, CUT OPERATIONAL COSTS, ENTER NEW GEOGRAPHIES, AND SEEK M&A OPPORTUNITIES TREAT SUPPLY CHAIN PRICE
FLUCTUATIONS AS A SCOPE CHANGE
AND, THEREFORE, MODIFY THE PRICE
OF THEIR PROJECTS

A&E FIRMS

Optimistic A&E Firms are more likely to:

EXPECT REVENUE TO
INCREASE SLIGHTLY OR
REMAIN THE SAME IN 2024
COMPARED TO 2023

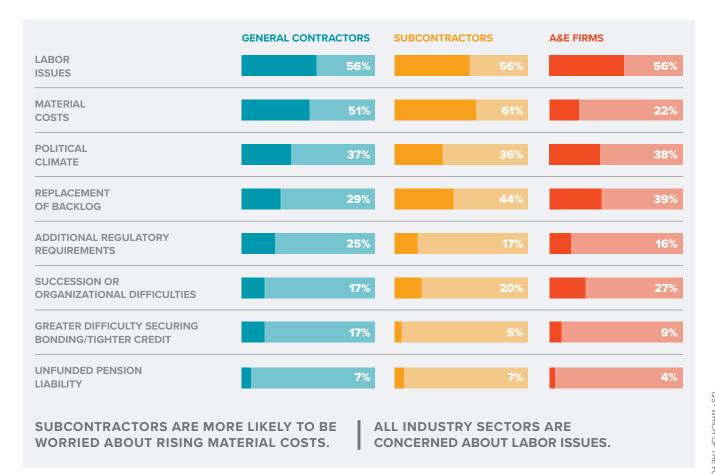
FEEL THEIR ABILITY TO
PROCURE CREDIT HAS
INCREASED

DEAL WITH SUPPLY CHAIN
PRICE FLUCTUATIONS BY
ADDRESSING PROJECT
CHANGES WITH CUSTOMERS

ACTIVELY LOOK TO INVEST
IN TECHNOLOGY, ESPECIALLY
PROJECT MANAGEMENT/
COLLABORATION SOFTWARE,
AI, BUILDING INFORMATION
MODELING/DIGITAL TWINS,
WEARABLE TECHNOLOGY,
AND GEOLOCATION

BIGGEST THREATS OVER THE NEXT 12 MONTHS

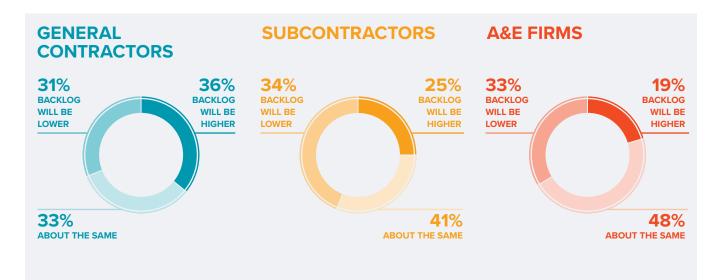
While labor issues are seen as the biggest threat, most Construction companies are also worried about rising material costs.





FUTURE BACKLOG

Looking a year into the future, most respondents think that their backlog will be about the same or lower than it is now.



GENERAL CONTRACTORS ARE THE MOST OPTIMISTIC ABOUT THEIR CONSTRUCTION BACKLOGS, WITH TWO-THIRDS BELIEVING IT WILL BE ABOUT THE SAME OR HIGHER IN 12 MONTHS THAN IT IS NOW.

A&E FIRMS ARE THE MOST PESSIMISTIC ABOUT THEIR BACKLOGS WITH MORE THAN THREE-QUARTERS CONVINCED IT WILL BE ABOUT THE SAME OR LOWER IN 12 MONTHS TIME.



STRATEGY AND ADAPTATION

A&E firms are more likely to have considered the Research and Development tax credit compared to Construction companies, most of which have not explored it or are unaware of it.

HAVE YOU EXPLORED THE RESEARCH AND DEVELOPMENT TAX CREDIT?

| GENERAL CONTRACTORS | |
|-----------------------------------|-----|
| YES, WE ARE ALREADY TAKING IT | 16% |
| YES, BUT WE DON'T PLAN TO TAKE IT | 5% |
| YES, WE ARE LOOKING INTO IT | 24% |
| NO | 44% |
| WHAT'S THE TAX CREDIT? | 11% |

45% **HAVE TAKEN OR CONSIDERED**

THE TAX CREDIT

SUBCONTRACTORS

| YES, WE ARE ALREADY TAKING IT | 22% |
|-----------------------------------|-----|
| YES, BUT WE DON'T PLAN TO TAKE IT | 11% |
| YES, WE ARE LOOKING INTO IT | 9% |
| NO | 50% |
| WHAT'S THE TAX CREDIT? | 8% |

42% **HAVE TAKEN OR CONSIDERED** THE TAX CREDIT

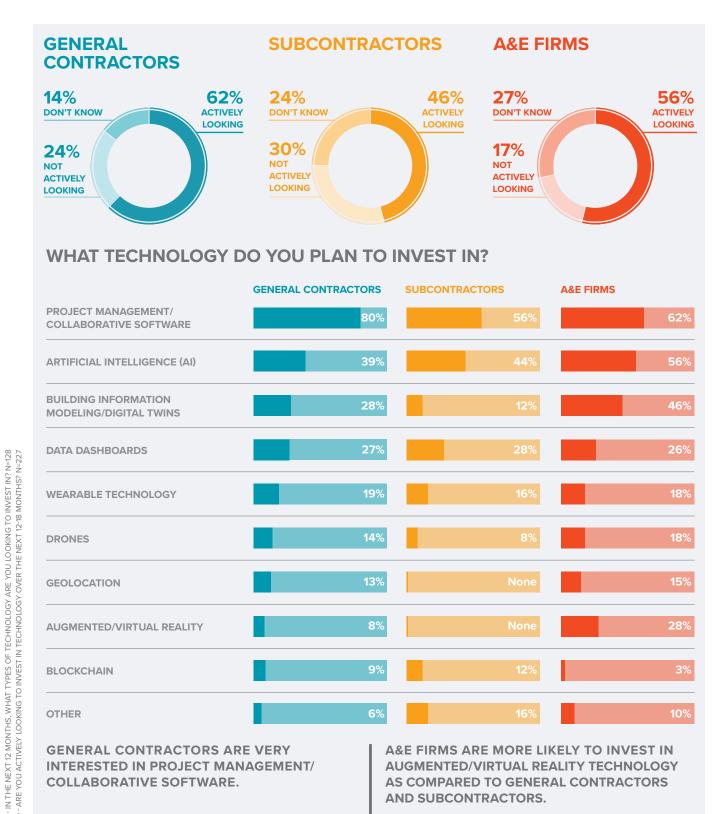
A&E FIRMS

| YES, WE ARE ALREADY TAKING IT | 36% |
|-----------------------------------|-----|
| YES, BUT WE DON'T PLAN TO TAKE IT | 10% |
| YES, WE ARE LOOKING INTO IT | 17% |
| NO | 28% |
| WHAT'S THE TAX CREDIT? | 9% |

63% **HAVE TAKEN OR CONSIDERED** THE TAX CREDIT

TECHNOLOGY INVESTMENT

Most companies plan to invest in new technology soon, with project management/collaboration software at the top of most companies' lists.



ESOP ADOPTION

While most companies across the industry have yet to explore or are unaware of Employee Stock Ownership Plans (ESOP), A&E firms are the most likely to consider one.

HAVE YOU EXPLORED AN ESOP?

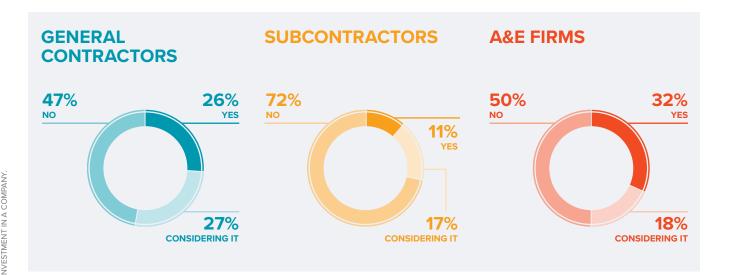
| YES, WE ARE AN ESOP | 10% 29 |)/ |
|---|------------------------|------|
| YES, WE ARE CONSIDERING IT | 19% | /0 |
| YES, BUT WE DO NOT PLAN TO EXPLORE IT FURTHER | 9% HAVE AD | ODT |
| NO | 47% OR CON: | |
| WHAT'S AN ESOP? | 15% AN ESOF | |
| SUBCONTRACTORS | | |
| YES, WE ARE AN ESOP | 7% 4 10 | / |
| YES, WE ARE CONSIDERING IT | 7% 149 | 0 |
| YES, BUT WE DO NOT PLAN TO EXPLORE IT FURTHER | 13% | ODTI |
| NO | HAVE AD | |
| WHAT'S AN ESOP? | 400/ | |
| | OR CONS | |
| A&E FIRIVIS | | |
| YES, WE ARE AN ESOP | 12% 13% 25 ° |)/ |
| YES, WE ARE CONSIDERING IT | 13% | /0 |
| YES, BUT WE DO NOT PLAN TO EXPLORE IT FURTHER | HAVE AD | OPT |
| NO | 39% OR CON | |
| | | |



ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PROGRAMS

Although a third of A&E firms and one-quarter of General Contractors have established ESG programs, most have not yet considered such programs.

HAS YOUR COMPANY ESTABLISHED AN ESG PROGRAM?







ACKNOWLEDGMENTS

We gratefully express appreciation to the following industry associations for their sponsorship support of our 2024 survey.













ABOUT US

GET THE GUIDANCE YOU NEED TO GROW YOUR BUSINESS

Grassi is a leading provider of advisory, tax and accounting services. Accounting Today ranks it among the top 100 nationally. The firm's Construction and A&E practices are recognized as one of the largest in the nation, providing customized advisory and accounting solutions to the industry for more than 40 years.

Grassi advisors guide and support contractors, subcontractors, architects and engineers to increased efficiencies, greater profitability and enhanced operational performance. With offices throughout the Northeast and clients around the country, the firm has the depth of knowledge and experience to help businesses grow in any location and economic climate.

To schedule a complimentary consultation to review your firm's operations and tap into Grassi's full suite of consulting, audit and tax solutions, visit www.grassiadvisors.com or contact:

Carl Oliveri, CPA, CCIFP, CFE, MBA Construction Practice Leader, Partner 212.223.5047

Robert Brewer, CPA, CCIFP Architecture & Engineering Practice Leader, Partner 516.336.2420

96%

of Construction and A&E clients recommended Grassi in our 2023 Satisfaction Survey Grassi has ranked in the TOP 25%

of Construction Executive's Top 50 Accounting Firms for three years in a row



