

## Ownership Transition: Build Teams, Not Walls

**Monday, October 22, 2018: 1:30 PM – 3:00 PM**

Explore the latest trends in ownership transition and help firms avoid common pitfalls that can derail efforts to achieve a successful transition. The moderator and panelists will illustrate creative ways in which senior principals may further enhance the value of the transitioning process through the use of the appropriate succession mechanisms.

### Part I

#### Ownership Transition

Bill Mandel, co-chair of Fox Rothschild's Succession Planning Group, describes the reasons and choices for ownership transition, including determining value, distributing owner bonuses, documenting the transition and the final agreement.

### Part II

#### Rios Clementi Hale Studios (RCHS)

Mark Rios, Founding Partner and Creative Director of RCHS, will describe the practice's process to create a culturally appropriate organizational structure for the design practice of the future. Working from such important business goals such as increasing ownership, distributed management responsibility, critical future leadership hires and continued project and discipline diversity, Mark will discuss issues of ownership expansion and timing, formation of a management committee, establishing retirement deadlines and the importance of diversity of future leadership.

### Part III

#### Using an Employee Stock Ownership Plan (ESOP)

Brian, co-chair of Fox Rothschild's Employee Benefits & Compensation Department, will discuss the use of an ESOP as an alternative to creating a market for an owners stock. He will explain the basic structure of an ESOP, including the requirements and limitation in using an ESOP. Brian will also explore the special tax benefits available to an owner who sells his stock to an ESOP.

### Part IV

#### IA Interior Architects

IA Interior Architects co-president and CEO, David Bourke, will present his company and explain how they successfully transitions from a founding owner. Highlights include determining and evaluating due diligence metrics, determining the right matrix of consultants and the steps to take in developing an execution plan. The firm successfully transitioned ownership and leadership through a combination of an ESOP and Management Buy Out.

### Learning Objectives

- How to design and implement an ownership transition program that best fits your firm's values and culture.
- How to maximize your firm's worth.
- Ways to establish clear performance criteria for owners and candidates and choose the appropriate transfer mechanisms.
- How to identify and nurture the next generation of leaders.

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Bill Mandel | Partner | [bmandel@foxrothschild.com](mailto:bmandel@foxrothschild.com)

Fox Rothschild LLP

Bill is considered by his clients as a go-to source for strategic counsel regarding transition planning for architecture, engineering and environmental consulting firms. He has helped develop ownership transition programs for a number of the leading professional service firms for more than 30 years and speaks extensively on the topic.



Mark Rios, FASLA, FAIA | Founding Principal | [mark@rchstudios.com](mailto:mark@rchstudios.com)

Rios Clementi Hale Studios

As Founding Principal, Mark Rios, FAIA, FASLA, has been the leader of both the design and business direction of Rios Clementi Hale Studios since first establishing the firm Rios Associates in 1985. Under his design leadership, the firm has developed an international reputation for its collaborative and multi-disciplinary approach, establishing an award-winning tradition across an unprecedented range of design disciplines. Though formally trained in both architecture and landscape architecture, Mark's eclectic interests and innate curiosity have propelled his creative explorations beyond traditional professional borders.



David Bourke | Co-President/CEO | [d.bourke@interiorarchitects.com](mailto:d.bourke@interiorarchitects.com)

IA Interior Architects (IA)

David Bourke has over 35 years of experience in the design and construction industry, playing a leading role in building design practices. He has been responsible for all aspects of the business, from marketing, strategic planning, operations, business development, account management to negotiations for master service agreements with key corporate clients, both on the national and global level. He was integral in navigating the firm successfully through its leadership and organizational transition from 2012 – 2016. Currently, Mr. Bourke is the Co-President / CEO at IA. IA is the largest global architectural firm focused on interior design. He is the co-chairman of the board of directors and the firm's executive committee. In his role, Mr. Bourke is responsible for the firm's financial performance, culture, growth both geographically and in new markets as well as firm-wide direction.

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Brian Belisle | Partner | [bbelisle@foxrothschild.com](mailto:bbelisle@foxrothschild.com)

Fox Rothschild LLP

Brian serves as co-chair of the firm's Employee Benefits & Compensation Department. Known for his refusal to back away from any challenge, he provides strategic guidance to employers to help them manage their most pressing employee benefits and executive compensation challenges. Brian guides clients on 401(k) plans; pension plans; employee stock ownership plans (ESOPs); and top-hat executive deferred compensation plans.