

Thurs., April 14th:

- 2:00 - 6:00 pm ***Pre-Conference Sponsor Workshops*** (Harvard Club – 27 W. 44th St. See page 3 for details)
6:00 - 9:00 pm ***Cocktail and Dinner Reception at the New York Yacht Club*** (37 West 44th St.)

Friday, April 15th:

- 7:30 - 8:00 am ***Breakfast Reception (and all subsequent panels) in the Hudson Theater*** (145 W 44th St.)

- 8:00 - 9:30 am **INTRODUCTION:** “Industry Overview” by Paul Zofnass, President, EFCG

- 9:30 - 9:45 am Coffee Break

- 9:45 - 10:55 am **PANEL 1: LARGE FIRM ROUNDTABLE AND DISCUSSION**
An analysis of the e/c industry trends and its financial and business outlook
Moderator: Paul Zofnass, President, EFCG

Panelists:

David Barnes	CFO	MWH Global
Terry Campbell	CFO	HNTB
Mike Lucki	CFO	CH2M Hill
John Murphy	CFO	Parsons Brinckerhoff
Terry Cox	CFO	HDR
Dan Lefaiivre	CFO	Stantec

- 11:00 - 12:00 pm **PANEL 2: INSURANCE/RISK MGMT; ACCT’G/TAX; MIS; PERSONNEL ISSUES**
Moderator: Andrej Avelini, Managing Director, EFCG

- Social Media Risks and Ways to Protect Your Firm
- Tax Update
- Technology... “A Simple Idea”
- Deltek: Evolving at the Speed of the AEC Industry
- Current Recruiting Trends & CFO Challenges
- Managed Print Services – Enterprise-Wide Cost Reductions

Panelists:

Gregg Bundschuh	Partner	Greyling
Robert Massey	Partner	Deloitte
Javier Baldor	EVP	BST Global
Hugo Dorph	EVP	Deltek
Tony Bolliger	Partner	CareerSMITH
Ted Buscaglia	SVP	American Reprographics (ARC)

- 12:05 - 1:05 pm Lunch
Luncheon Speaker: Terry Campbell, CFO, HNTB
“2011 EFCG CFO of the Year”

1:15 - 2:30 pm

PANEL 3: MEASURING AND MANAGING OVERHEAD

The newest ways to look at, measure and manage Overhead

Moderator: Kim Early, Former CFO, Earth Tech; Consulting Principal, EFCG

Panelists:

Mike Moran	CFO	Golder	Jeff Goldfarb	CFO	Jacobs Infra
Tom Reorda	CFO	Black & Veatch, Water	Bruce Altstaetter	CFO	S&ME
Bret Moffett	CFO	Power Engineers	Tom Bennet	CFO	TRC

2:30 - 3:30 pm

(Simultaneous Workshops)

PANEL 4: WHAT MAKES A GREAT CFO

Moderator: Paul Woodruff, Founder and Former CEO, ERM; Senior Advisor, EFCG

- Most likes/dislikes about being CFO? Toughest decision, and lessons learned?
- Most important quality to be effective CFO? How to deal more effectively with CEO?
- What "systems" are most helpful to you?
- How will CFO role change over next 10 years?

Key Participants

Mike Lucki	CFO	CH2M Hill	Charles Thuss	SVP Fin.	Parsons Corp
Phil Bradley	GM, Fin.	GHD	Rick Smith	CFO	Stanley
Peter Dyke	CFO	Arcadis US	Vince Laino	CFO	Weston

PANEL 5: MID-SIZE & EMPLOYEE-OWNED FIRM ISSUES FOR CFO'S

Moderator: Bob Wilson, Former CFO, Woodward Clyde; Senior Advisor, EFCG

- Balance Sheet Management: how to improve
- Ownership Transition & Valuations: impacts from the recession
- Overhead Management Issues
- R&D Tax Credits: lessons learned

Key Participants

Guy Lewis	CFO	Environ	Mike Wood	CFO	Ensafe
Warren Adams	CFO	Carollo	Bill Crayon	CFO	Hazen & Sawyer
Tom Butcher	CFO	McKim & Creed	Tom Zoghby	CFO	Volkert
Jim Brady	Chm	Wilson	Rob MacIvor	CFO	TMC

3:45 - 5:00 pm

PANEL 6: M&A / VALUATIONS / CAPITAL MARKETS

Moderator: Paul Zofnass, Pres., EFCG

- What are public equity market valuations for e/c firms? Why should private firms care? Is there an IPO market?
- Summary of current M&A valuation metrics.
- Key M&A market drivers. Good time to buy? Sell? Good idea to buy a struggling firm?
- Should a buyer ever pay more than "Fair Market Value" (FMV)? What is FMV?
- Are publicly traded firms the only viable buyers for mid-size and larger firms?
- Are firms in our industry getting better at M&A? Key M&A success factors.
- To integrate or not to integrate?
- Best approaches/processes to use to buy/sell. Use of advisors. Use of "auctions".
- Is Private Equity (PE) still interested in our industry? What is PE's impact on our industry? What is it like to be owned by PE? When is it advisable to bring in a PE investor?
- Internal valuation issues for private firms. Pros and cons of formula vs. outside appraisal approaches. Role of the CFO in the appraisal process.

Panelists:

Andrej Avelini	M.D.	EFCG	Jack Clarke	CFO	Amec E&E
John McLachlan	SVP	Jacobs	Mark Barry	SVP	KBR
David Johnson	VP, Fin.	CDM/WSA	Steve Burdick	CFO	Tetra Tech
Greg Henderson	CFO	Trow Global			

Respondents:

Marc Turcotte	CFO	Ingenium	Don Alford	COO	Nolte/Vertical V
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5:00 - 6:00 pm

Cocktail Reception - Millennium Broadway Hotel: Bar Charlotte Restaurant (Lobby)

Pre Conference Sponsor Workshops: Thursday April 14th: 2:00 – 6:00 pm
Harvard Club of NY (27 W 44th St., 2nd Fl.)

2:00 - 2:45 pm

American Reprographics Corporation (ARC)

Ted Buscaglia VP of ARC & Terry Cox, CFO, HDR

E/C firms typically spend 1-3% of revenue on print-related expenses. ARC, will provide two in-depth case studies regarding how their services dramatically reduced expenses and increased efficiency for HDR and HOK. Terry Cox will present the benefits HDR realized. This will be an interactive session with real-world situations and a question and answer forum.

3:00 - 3:45 pm

Deltek

Brian LaMee, Sr. Director, Product Management

Business Development and Why the AEC CFO Should Give a Damn

Finally showing a return on your marketing, business development and CRM investments. How new trends and technologies are keeping business development people focused, efficient and accountable.

4:00 - 4:45 pm

Greyling Insurance Brokerage

Gregg Bundschuh, Partner; Dave Collings, Partner; Bob Staed, Partner

Personal and Uninsured Engineer Liability: The Stakes Get Even Higher

Recently, the risks and hazards have more profound financial and personal consequences for principals and officers of e/c firms. This seminar focuses on ways in which ordinary events can lead to unwanted and, perhaps, unwarranted exposure. The topics covered include merger and acquisition activity, retirement, fiduciary liability, indemnification under by-laws, and claims exceeding insurance coverage. The speakers will discuss gaps in corporate insurance, as well as leading risk management practices used by practitioners to manage these risks.

5:00 - 5:45 pm

BST Global

Peter Knipe, CFO, STV

How did STV achieve a firm wide 5% increase in their project multiplier and decrease their Day Sales Outstanding (DSO) by 41%?

Peter will discuss STV's case study on how key process automation and targeted information delivery have positively impacted STV's workforce throughout the Project Delivery Life Cycle- since going live with BST Enterprise.

EFCG CFO Conference 2011

E/C Firm Participants

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Adams Warren	Carollo Engineers	Chief Financial Officer
Alford Donald	Nolte Vertical 5	Chief Operating Officer
Allen Craig	Ausenco	Chief Financial Officer
Altstaetter Bruce	S&ME	Chief Financial Officer
Bailey Stephen	BRPH Companies	Chief Financial Officer
Barnes David G.	MWH Global	Chief Financial Officer
Barry Mark	KBR	Senior Vice President
Belitz Bob	Malcolm Pirnie/Arcadis	Chief Financial Officer
Bennet Thomas W.	TRC Companies	Chief Financial Officer
Biggs Stan	HNTB Corporation	Finance Director
Blachowicz Paul	H.W. Lochner	Chief Financial Officer
Bradley Phillip	GHD	General Manager Finance
Brady James A	Wilson & Company, Engineers & Architects	Chairman
Brennan Erin	POWER Engineers	Director, M&A
Brown Darlene	Parametrix	Chief Financial Officer
Burdick Steve	Tetra Tech	Chief Financial Officer
Butcher Thomas	McKim & Creed	Chief Financial Officer
Campbell Terry	HNTB Corporation	Chief Financial Officer
Cannon Shawn	Strand Associates	Chief Financial Officer
Caro Leonard R.	SAIC	Vice President
Cartwright Michael	Parkhill, Smith & Cooper	Chief Financial Officer
Clarke Jack	AMEC Earth & Environmental	Chief Financial Officer
Courtade Joe	Mueser Rutledge Consulting Engineers	Finance Director
Cox Terry	HDR	Chief Financial Officer
Crayon William	Hazen and Sawyer	Chief Financial Officer
Curatolo Louis	Arup	Finance Executive
Daniels Carrie Z.	Safety and Ecology Corp. (SEC)	Chief Financial Officer
Dankese Robert	Howard/Stein-Hudson Associates	Chief Financial Officer
Davis Tim	Sullivan International Group	Chief Financial Officer
Dentici Michael	T&M Associates	Chief Financial Officer
DeZurik Peggy	Winzler & Kelly	Chief Financial Officer
Dickinson Jon	Geosyntec Consultants	Chief Financial Officer
Dusconi Robert	SH Group	Chief Financial Officer
Dyke Peter	ARCADIS U.S.	Chief Financial Officer

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Eckert James A.	ECS Limited	Chief Financial Officer
Economy Ted	EM-ASSIST	Chief Financial Officer
Elias Glen	EBI Consulting	Executive VP, Finance & Administration
Ellis Nick	Kimley-Horn and Associates	Chief Financial Officer
Final Catherine B.	J.R. Filanc Construction Company	Chief Financial Officer
Forbes Jeffrey	Cardno	Chief Financial Officer
Fox J. Kevin	Wastren-EnergX Mission Support (WEMS)	Chief Financial Officer
Frawley Thomas R.	Entact	Chief Financial Officer
Gabel Robert	Haley & Aldrich	Chief Financial Officer
Gant Kimberly	Willdan Group	Chief Financial Officer
Garrubba Anthony	SAI Consulting Engineers	Controller
Gaspar Ron	David Evans and Associates	Chief Financial Officer
Gingrich Wayne	AECOM	Chief Financial Officer, Canada
Goldfarb Jeffrey	Jacobs Engineering Group	Chief Financial Officer, Infrastructure
Goldstein Michael	Langan Engineering & Environmental Services	Chief Financial Officer
Gorman James	Woodard & Curran	Vice President, Finance
Graves Michael J.	SAIC	Vice President
Haahs Janice	Timothy Haahs & Associates	Chief Financial Officer
Halat Marim	Matrix Solutions	Chief Financial Officer
Hardin Kim	Barge, Waggoner, Sumner, Cannon	Finance Director
Hehir Joseph	GZA GeoEnvironmental	Chief Financial Officer
Helbert Bryan C.	Raba-Kistner Consultants	Chief Financial Officer
Henderson Greg	Trow Global	Chief Financial Officer
Hensley Phyllis	Earth Consulting Group	Chief Financial Officer
Hickey Robert	Bowman Consulting Group	Chief Financial Officer
Hilla Jeffrey	Hatch Mott MacDonald	Chief Financial Officer
Jang Curtis	SCS Engineers	Chief Financial Officer
Jaros James	SSOE	Chief Financial Officer
Johnson David S.	CDM/Wilbur Smith Associates	Chief Financial Officer, WSA
Keim Jo Ellen	Hanson Professional Services	Chief Financial Officer
Knipe Peter	STV	Chief Financial Officer
Krause Geoff	CCS Corporation	Vice President, Finance
Kubrak Lance	Associated Engineering Group	Chief Financial Officer
Kuss Mark Allen	Bury + Partners	Chief Financial Officer
Lackey Lee Anne	Golder Associates Corporation	Controller
Laino Vince	Weston Solutions	Chief Financial Officer
Lefavre Dan	Stantec	Chief Financial Officer
Lemon Michael	Groundwater & Environmental Services	Chief Financial Officer

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Leon Alexander V.	Vanir Construction Management	Chief Financial Officer
Lewis Guy	ENVIRON	Chief Financial Officer
L'Heureux Alexandre J.	Genivar	Chief Financial Officer
Lucki Michael A.	CH2M Hill	Chief Financial Officer
Maag Steven	Ulteig Engineers	Chief Financial Officer
Machir Donald R.	Leggette, Brashears & Graham	Chief Financial Officer
Maclvor Rob	Technology Management Company	Chief Financial Officer
Mason Dinah Lee	Alliance Engineering	Principal
Massengale Darrell K	Infrastructure Corporation of America	Chief Financial Officer
McCall Earl	Envirocon	Chief Financial Officer
McCann Daniel E.	Greeley and Hansen	Chief Financial Officer
McGrady Bob	First Environment	Chief Financial Officer
McKinnon Luke	Louis Berger Group	Chief Financial Officer
McLachlan John	Jacobs Engineering Group	Senior Vice President
Moffett Bret	POWER Engineers	Chief Financial Officer
Moran Michael	Golder Associates Corporation	Chief Financial Officer
Murphy John	Parsons Brinckerhoff	Chief Financial Officer
Ney Peter	EA Engineering, Science and Technology	Chief Financial Officer
Oczkowski Thomas	Wiss Janney Elstner Associates	Chief Financial Officer
Parrish Pat	RSP Architects	Chief Financial Officer
Passero David	Passero Associates	Chief Financial Officer
Pavey David	Morrison Hershfield	Vice President, Finance
Pepe Robert	LaBella Associates	Chief Financial Officer
Petschauer Roderick	Atwell LLC	Chief Financial Officer
Pierre-Louis Renan	Haley & Aldrich	Controller
Pilkington John	Kleinfelder	Chief Financial Officer
Powers Jack	Delcan Corporation	Chief Financial Officer
Reitter George W.	Simpson Gumpertz & Heger	Chief Financial Officer
Rellaford Timothy J.	Moffatt & Nichol	Chief Financial Officer
Reorda Thomas	Black & Veatch	Chief Financial Officer, Water
Riefkohl Frederik	CSA Group	Chief Financial Officer
Ripley Greg	Rutherford & Chekene	Chief Financial Officer
Rodli Ron	Harris Group	Chief Financial Officer
Sheridan Patrick	Parsons Brinckerhoff	Finance Director
Sherrill Kendall H	MACTEC	Chief Financial Officer
Shillaber R. Scott	Sanborn, Head & Associates	Executive Vice President
Skrypek Daniel	Antea Group (formerly Delta Environmental)	Controller
Smith Richard	Stanley Consultants	Chief Financial Officer

<i>Attendee Name</i>	<i>Company Name</i>	<i>Title</i>
Smith Anne	Safety and Ecology Corp. (SEC)	Vice President
Smith Gregory	H2M Group	Chief Financial Officer
Stephenson James B.	TRC Companies	Senior Vice President
Stipa John	ERM	Chief Financial Officer, NA
Taylor Deidra	Weston & Sampson	Chief Financial Officer
Thornton Greg	Environmental Science Associates	Chief Financial Officer
Thuss Charles	Parsons Corporation	Vice President, Finance
Turcotte Marc	Ingenium Group	Chief Financial Officer
Volynsky Anna	Hardesty & Hanover	Chief Financial Officer
Vrana Donald J.	PBSJ Corporation	Chief Financial Officer
Wang Tom	Anchor QEA	Partner
Wason Ash	Carollo Engineers	Managing Director
Woo Linda	Rescan Environmental	Vice President, Finance
Wood Michael A.	EnSafe	Chief Financial Officer
Zaleznik Rimma	Weidlinger Associates	Chief Financial Officer
Zoghby Thomas	Volkert & Associates	Chief Financial Officer