



EFCG

Environmental Financial
Consulting Group

Chief Financial Officer Conference 2023



April 19 – 21, 2023
Wednesday - Friday

Four Seasons Hotel Denver
1111 14th Street, Denver, CO

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Chief Financial Officer Conference

For Architecture, Engineering, and Consulting Firms

Event Overview

EFCG is the leading advisor to AEC firms

EFCG's mission is to provide a data-driven and strategic edge to Architecture, Engineering, and Consulting (AEC) firms to advance the innovation, sustainability, and success of the industry. In the last 33 years, EFCG has served as a retained advisor to 500+ firms, developed a proprietary industry database of financial and business metrics, held nearly 100 executive conferences, and advised on 180+ M&A transactions. The relationships we have formed with the CEOs, CFOs, and other key decision makers at every major AEC firm make us the most trusted financial, strategic, and M&A advisor.

Dates & Times

Wednesday, April 19th 5:00 pm – 7:30 pm MT

Thursday, April 20th 8:00 am – 7:30 pm MT

Friday, April 21st 8:30 am – 2:00 pm MT

Venue Location

Four Seasons Hotel Denver, 1111 14th Street, Denver, Colorado 80202

Photography & Press

Recordings and images from the event may be used for live or on-demand sessions, EFCG materials, or by other participating firms in their own promotions. If you prefer not to be recorded or photographed, please let EFCG know in writing at dmillionis@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

Attire

Business casual

Wednesday Welcome Events

Wednesday, April 19, 2023

The Nickel Restaurant
1100 14th Street
Denver CO 80202



Women in Leadership Event

5:00 pm – 6:00 pm MT

This event will provide a unique opportunity for women attending the conference to connect over drinks and hors d'oeuvres, kicking off their 2023 EFCG CFO Conference experience.

Conference Welcome Drinks

6:00 pm – 7:30 pm MT

Enjoy drinks and hors d'oeuvres with all conference attendees at a restaurant unlike anything else in the heart of Downtown Denver's Theatre District. The Nickel's menus incorporate the highest quality ingredients from local farmers, ranchers, distillers, and craft producers to create a welcoming atmosphere with exquisite dishes and drinks.



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Sponsorship Partners

Deltek

Better software means better projects. **Deltek** is the leading global provider of enterprise software and information solutions for project-based businesses. More than 30,000 organizations and millions of users in over 80 countries around the world rely on Deltek for superior levels of project intelligence, management and collaboration. Our industry-focused expertise powers project success by helping firms achieve performance that maximizes productivity and revenue. Visit www.deltek.com.

TRANSEARCH

YOUR WORLD PARTNER IN EXECUTIVE SEARCH

TRANSEARCH International has more than 50 years of combined environmental, architecture, engineering, and construction experience and has thrilled clients worldwide by helping build exceptional leadership teams. Focusing on "FIT" using The Orxestra® Method differentiates TRANSEARCH and translates into meaningful benefits for clients and candidates. With it, TRANSEARCH guards against costly miss-hires and ensures that new hires mesh quickly and successfully into their new organization. TRANSEARCH helps clients tell their unique stories, which is essential to build high-performing teams and create the environment necessary for sustained profitable growth. TRANSEARCH takes pride in being masters in the art and science of attracting outstanding leaders. Serving most major industry sectors, TRANSEARCH is organized by geography, industry specialization, and functional expertise. TRANSEARCH has a truly global reach with more than 150 consultants located in 50+ offices worldwide. Visit www.transearch.com.

2023 EFCG Conferences

- RLC 2023** **Rising Leaders**
January 26-27, 2023
- CFO 2023** **Chief Financial Officer**
April 19-21, 2023
- HR 2023** **HR Leadership**
May 8-10, 2023
- TECH 2023** **Technology Leadership**
June 8-9, 2023
- CEO 2023** **Chief Executive Officer**
September 18-20, 2023

EFCG Offerings For Your Firm



**Peer Benchmarking
Analysis & Valuations**



M&A Advisory



Sustainability & ESG Strategy



Technology Strategy



Talent Strategy



EFCG Chief Financial Officer Conference

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Agenda

All times in Mountain Time

Wednesday, April 19, 2023

- | | |
|-------------------|--|
| 5:00 pm – 6:00 pm | Women in Leadership Event at The Nickel |
| 6:00 pm – 7:30 pm | Conference Welcome Drinks at The Nickel |

Thursday, April 20, 2023

- | | |
|---------------------|---|
| 8:00 am – 8:30 am | First-Time Conference Attendee Breakfast |
| 8:30 am – 9:00 am | Breakfast Meet-and-Greet |
| 9:00 am – 10:30 am | Session 1: AEC Industry Overview: Critically Assessing the Data |
| 10:30 am – 11:00 am | Morning Coffee Social |
| 11:00 am – 11:45 am | Session 2: CFO Reactions |
| 11:45 am – 12:00 pm | CFO of the Year Announcement |
| 12:00 pm – 1:00 pm | Lunch |
| 1:00 pm – 1:45 pm | Session 3: Turning Tech Investment Into Higher Returns |
| 2:00 pm – 2:50 pm | Session 4: The Talent & Compensation Challenge: How Firms Are Planning for 2023 |
| 2:50 pm – 3:10 pm | Afternoon Break |
| 3:10 pm – 4:00 pm | Session 5: Breakouts
Session 5A: Driving Profitability in Your Entire Business
Session 5B: Building a Better Business: 10 Metrics CFOs Need to Know
Session 5C: Understanding the New AI Landscape |
| 4:10 pm – 5:00 pm | Session 6: CFO Lessons Learned |
| 5:15 pm – 7:30 pm | Evening Networking Reception & Dinner at The Four Seasons Denver |

Friday, April 21, 2023

- | | |
|---------------------|---|
| 8:30 am – 9:00 am | Breakfast Reconnect |
| 9:00 am – 10:00 am | Session 7: The Critical Role of the CFO in M&A Transactions |
| 10:15 am – 11:10 am | Session 8: Strategic Planning: What's Really the Return on Investment |
| 11:10 am – 11:30 am | Morning Coffee Social |
| 11:30 am – 12:10 pm | Session 9: Roundtable Discussions |
| 12:20 pm – 1:15 pm | Session 10: ESG Impact in 2023: Finding the Value and Managing the Success |
| 1:15 pm – 2:00 pm | Closing Coffee Conversation & Grab-and-Go Lunch |



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Thursday, April 20, 2023

8:00 am – 8:30 am **First-Time Conference Attendee Breakfast**

8:30 am – 9:00 am **Breakfast Meet-and-Greet**

9:00 am – 10:30 am **Session 1: AEC Industry Overview: Critically Assessing the Data**

EFCG will deliver the first look at how the AEC Industry fared in 2022 – looking at 2022 actuals – and what firms are expecting in 2023. During this opening session, EFCG will present the results of EFCG’s exclusive 2023 CFO Survey, to see the shifts taking place in major financial and strategic data and trends, and then talk through what questions firms are now asking and how they are beginning to reassess their market position for continued success.

Presenter:

Rebecca Zofnass, EFCG Managing Partner, Financial & Strategic Advisory

10:30 am – 11:00 am **Morning Coffee Social**

11:00 am – 11:45 am **Session 2: CFO Reactions**

Hear from industry leaders as they talk about what’s on the horizon for their firms pertaining to the industry’s biggest trends and what they are seeing for 2023 and the coming years.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent Advisory

Panelists:

Ed Codispoti, CFO, NV5

Amy Davis, CFO, RS&H

Tammy Flanagan, CFO, Kimley-Horn

Chris Nelson, CFO, McKim & Creed

11:45 am – 12:00 pm **CFO of the Year Announcement**

12:00 pm – 1:00 pm **Lunch**

EFCG advances the innovation, sustainability, and success of the AEC industry



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Thursday, April 20, 2023

1:00 pm – 1:45 pm

Session 3: Turning Tech Investment Into Higher Returns

Financial leaders from prominent firms will join this session to discuss where tech investment in the industry is going and what role AEC firms play in enabling that opportunity. The conversation will spark debate as panelists speak from experience on what really drives higher returns on tech investment, leaving audience members with ideas for what kinds of strategic and financial returns matter and how to achieve those returns.

Presenter and Moderator:

Marcus Quigley, EFCG Partner, Technology Advisory

Panelists:

Cynthia Chen, CFO, Dewberry
Galen Meysenburg, CFO, HDR
Ralph Picano, CFO, Wade Trim

2:00 pm – 2:50 pm

Session 4: The Talent & Compensation Challenge: How Firms Are Planning for 2023

Talent remains to be the biggest topic for AEC firm leadership, as the industry continues to feel pressure from both internal and external competitors, higher turnover, recruitment challenges, and inflation. EFCG will address how firms are responding to these pressures with two of the most influential resources: compensation and benefits. Managing Partner Julie Hasiba will start by introducing current talent trends as well as insights from the results of EFCG's Annual Compensation Survey. A panel discussion will then bring the informative perspectives of both the HR Executive and Finance Executive to the conversation. Both representing firms that have been especially effective with recruitment and retention, Jacobs Chief People & Inclusion Officer Shelie Gustafson and POWER CFO Chuck Kemp will share some of their secrets to success, with guidance on when it's all about the money – and when it's not.

Presenter and Moderator:

Julie Hasiba, EFCG Managing Partner, Talent Advisory

Panelists:

Shelie Gustafson, EVP & Chief People & Inclusion Officer, Jacobs
Chuck Kemp, CFO, POWER Engineers
Andrew Wilson, Partner, Dillon Consulting

2:50 pm – 3:10 pm

Afternoon Break



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Thursday, April 20, 2023

3:10 pm – 4:00 pm

Session 5: Breakouts

Session 5A: Driving Profitability in Your Entire Business

A&E firms around the world operate in challenging markets. You're battling against tighter margins, more savvy competition, resource constraints, disparate teams/systems and shifting client expectations. As a financial leader, you know that revenue alone won't increase your firm's profit. Join this session to learn best practices to drive project profitability and performance in your entire firm by improving how you manage your project lifecycle and existing workforce. Discover how investing in your people, your processes and the right technology can increase efficiency and profitability and boost revenue for your firm.

Presenter:

Adam Churchill, Deltek Principal Solutions Engineer

Session 5B: Building a Better Business: 10 Metrics CFOs Need to Know

EFCG will take a deep dive into 10 key metrics that are critical for any leader to understand and manage to successfully run a business.

Presenter:

Vishal Menon, EFCG Advisory Consultant

Session 5C: Understanding the New AI Landscape

This session will host a thought-provoking discussion on the future of AI and its potential impact on our industry, providing insights into the opportunities and challenges that lie ahead.

Presenter:

Marcus Quigley, EFCG Partner, Technology Advisory



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Thursday, April 20, 2023

4:10 pm – 5:00 pm

Session 6: CFO Lessons Learned

CFOs will reflect on the biggest challenges they have encountered in their careers and share the actionable takeaways gained from those influential moments.

Moderator:

Jessica Barclay, EFCG Managing Partner, M&A Advisory

Panelists:

Dana Kettle, CFO, Henderson Engineers

Alain Michaud, CFO, WSP Global

Mike Moran, CFO, GHD

Renan Pierre-Louis, CFO, Raba Kistner

5:15 pm – 7:30 pm

Evening Networking Reception & Dinner

Enjoy dinner, drinks, and conversation with colleagues at the Four Seasons' beautiful outdoor Pool Terrace.

Reception & Dinner

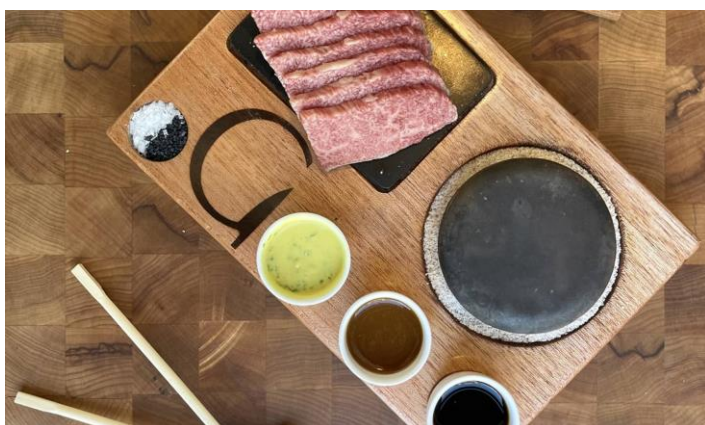
Thursday, April 20, 2023
Four Seasons Hotel Denver
1111 14th Street
Denver, Colorado 80202



Raig Dryhurst

Executive Chef, Four Seasons

Dryhurst worked in a number of five-star kitchens in London, France, the East Coast and Vancouver before coming to Four Seasons Resort. He blends his classical training with complex flavors to elevate every aspect of the Four Seasons menu.





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Friday, April 21, 2023

8:30 am – 9:00 am **Breakfast Reconnect**

9:00 am – 10:00 am **Session 7: The Critical Role of the CFO in M&A Transactions**

CFOs with significant M&A experience will share how they are able to be particularly effective in ensuring a successful transaction. After EFCG shows the latest M&A multiples and trends from its extensive M&A database and advisory work, the panel will then explore how those trends have changed – and will continue to change - with the shifting macroeconomic backdrop.

Presenter and Moderator:

Jessica Barclay, EFCG Managing Partner, M&A Advisory

Panelists:

Cathy Cahill, CFO, Ardurra

Charul Doshi, CFO, Trilon

Jesse Herron, CFO, Stanley Consultants

Pat Sheridan, CFO, Verdantas

10:15 am – 11:10 am **Session 8: Strategic Planning: What's Really the Return on Investment**

EFCG's head of Advisory, Rebecca Zofnass, will share the keys to success when developing your firm's strategic plan. Bringing her expertise from Bain & Company where she worked with CEOs, CFOs, and leadership teams to develop their strategic 5-year vision, Zofnass will talk through the process, and then open the conversation to CFOs who will talk about their approach to developing and executing their firm's vision and direction.

Presenter and Moderator:

Rebecca Zofnass, EFCG Managing Partner, Financial & Strategic Advisory

Panelists:

Holly Bischoff, CFO, EMJ Corporation

Tom Butcher, CFO, STV

Jon Grant, EVP & CFO, APTIM

11:10 am – 11:30 am **Morning Coffee Social**



Questions?
dmillionis@efcg.com



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efcg@efcg.com



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Friday, April 21, 2023

11:30 am – 12:10 pm

Session 9: Roundtable Discussions

During these roundtable discussions, attendees will work through some issues financial leaders are confronted with and brainstorm solutions.

Potential Topics:

- ✦ Navigating the Different Ownership Structures
- ✦ Developing & Executing an Effective DEI Strategy
- ✦ The Debate of Passing Pricing Increases to Clients
- ✦ Continuing the Conversation: The Talent & Compensation Challenge
- ✦ Managing Risk in a Downturn
- ✦ Offshoring and Outsourcing Opportunities and Considerations
- ✦ Investing in Foundational Technology
- ✦ Making the Transition From Subcontractor to Prime Contractor
- ✦ Planning for the Expected Impact of IIJA/IRA
- ✦ Maintaining High-Quality Work Products in a Remote Work Environment

12:20 pm – 1:15 pm

Session 10: ESG Impact in 2023: Finding the Value and Managing the Success

During this conference-closing session, Andreas Georgoulas, EFCG's Director of Sustainability & ESG, will examine how firms can expand their sustainability and ESG capabilities internally as well as toward client-facing work to capture significant value-add opportunities. With his experience completing sustainability and ESG assessments for over \$20 billion worth of infrastructure assets and EC firms, Georgoulas will speak to how a robust ESG strategy and framework can help firms focus their sustainability and ESG priorities and identify the right performance indicators to achieve and monitor meaningful progress. Panelists will then join on stage to discuss the real ESG opportunity in this industry and what they are doing to effectively measure and communicate their firm's impact. Attendees will walk away with inspiration for ways to move ESG planning forward.

Presenter and Moderator:

Andreas Georgoulas, EFCG Director, Sustainability & ESG

Panelists:

Dean Harwood, CFO, ECT
Cindy Milrany, CFO & CSO, Freese & Nichols
Derek Six, COO, ClimeCo

1:15 pm – 2:00 pm

Closing Coffee Conversation & Grab-and-Go Lunch

Share final thoughts, exchange information, and celebrate the end of a wonderful time with friends and colleagues. Grab-and-go lunches will be available for ease as attendees make their way to the airport or an enjoyable weekend in Denver. Recommended Denver activities can be found on the last page of the agenda. We look forward to next year's EFCG CFO Conference!

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Event Logistics

Venue Location

Four Seasons Hotel Denver, 1111 14th Street, Denver, Colorado 80202

Hotel Options & Nightly Pricing

Hotel	Walk to Four Seasons	Nightly Pricing
<u>Four Seasons Hotel Denver</u> 1111 14th Street, Denver, Colorado 80202 +1 (303) 389-3000	N/A	\$335 (EFCG Price as Available)
<u>Hotel Teatro – Four Seasons Sister Hotel</u> 1100 14th Street, Denver, Colorado 80202 +1 (888) 727-1200	1 minute	\$250 - \$330
<u>The Curtis Denver</u> 1405 Curtis Street, Denver, Colorado 80202 +1 (303) 571-0300	2 minutes	\$140 - \$315
<u>The Westin Denver Downtown</u> 1672 Lawrence Street, Denver, Colorado 80202 +1 (303) 572-9100	6 minutes	\$229 - \$375

Transportation Travel Time

Denver International Airport (DEN) to or From Four Seasons Denver Hotel

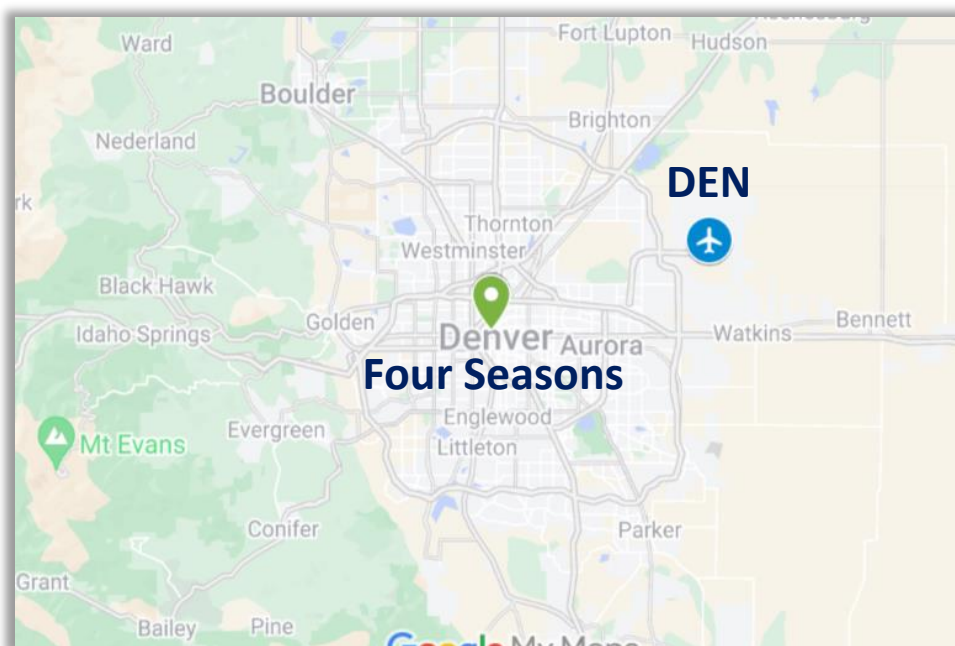
By Car: 20 – 40 minutes

By Train: 65 – 75 minutes

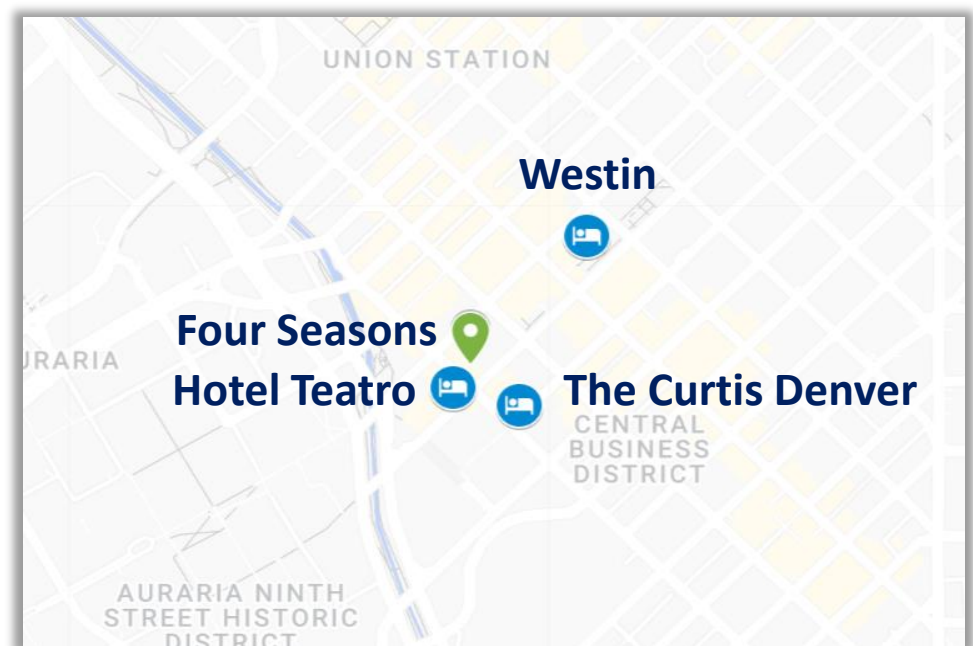
Requires a 15-minute walk or a 5-minute drive from Union Station to the hotel

The Four Seasons Hotel Denver offers guest parking for \$55 per day and pre-arranged taxi or limousine airport services upon request. Call +1 (303) 389-3000 for guest support.

Venue Location in Relation to Airport



Venue Location in Relation to Hotel Options



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Denver Activities

Eat...



Terra | American

891 14th Street, Denver, Colorado 80202

Jovanina's Broken Italian | Italian

1520 Blake Street, Denver, Colorado 80202

Rioja | American/Spanish/Mediterranean

1431 Larimer Street, Denver, Colorado 80202

Drink...



Vibe Coffee and Wine

1490 Curtis Street, Denver, Colorado 80202

The Denver Coffee Company

1380 Lawrence Street, Denver, Colorado 80202

The Study Coffee and Wine Bar - Hotel Teatro

1111 14th Street, Denver, Colorado 80202

Enjoy...



Visit Denver - Chamber of Commerce & Events Calendar

Highlights:

- ❖ #1 Ranked Denver Food Tour
- ❖ #1 Craft Beer Tour in Denver
- ❖ #1 Ranked Walking History Tour
- ❖ Arts District Food Tour

Extending Your Stay?

- ❖ Things To Do | Colorado.com
- ❖ Colorado Hotels & Lodging | Colorado.com
- ❖ 29 Colorado Hot Springs: A Quick Guide