



**Environmental  
Financial  
Consulting  
Group**



# 32<sup>nd</sup> Chief Executive Officer Conference Agenda 2021

For Architecture, Engineering, and  
Construction (A/E/C) Firms

## Sponsorship Partners



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## Sponsorship Partners



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### BST Global

BST Global designs, develops and deploys project-based ERP solutions specifically for the world's leading architects, engineers and consultancies around the globe. More than 120,000 professionals across six continents and 65 countries rely on BST Global's solutions each day to successfully manage their projects, resources, finances and client relationships. With unrivaled industry knowledge, BST Global serves as a trusted partner to its loyal clients and remains at the forefront of innovation to evolve its products for the greater good.

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Gallagher is the brand name of Arthur J. Gallagher & Co., a global insurance brokerage, risk management and consulting services firm, headquartered in Rolling Meadows, Illinois. The company has operations in 56 countries and offers client service capabilities in more than 150 countries around the world through a network of correspondent brokers, risk engineers, safety professionals, consultants and experts specializing in areas of construction, environmental and engineering.

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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.

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Visit [www.efcg.com](http://www.efcg.com)



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## Event Overview

### Dates & Times:

**Tuesday, September 28<sup>th</sup>:** 2:00 pm – 7:30 pm Mountain Time  
**Wednesday, September 29<sup>th</sup>:** 8:30 am – 9:00 pm Mountain Time  
**Thursday, September 30<sup>th</sup>:** 8:30 am – 3:30 pm Mountain Time

### Locations:

**Main Venue:** Four Seasons Hotel Denver, 1111 14<sup>th</sup> Street, Denver, Colorado 80202

#### Tuesday, September 28<sup>th</sup>

**Workshops 1&2 and BST Global Session** Four Seasons Hotel Denver, 1111 14<sup>th</sup> Street, Denver, Colorado 80202  
**Welcome Drinks & Hors d'Oeuvres** Ocean Prime, Larimer Square, 1465 Larimer Street, Denver, Colorado 80202

#### Wednesday, September 29<sup>th</sup>

**All Day Events** Four Seasons Hotel Denver, 1111 14<sup>th</sup> Street, Denver, Colorado 80202  
**Cocktails & Dinner** Four Seasons Hotel Denver, 1111 14<sup>th</sup> Street, Denver, Colorado 80202

#### Thursday, September 30<sup>th</sup>

**All Day Events** Four Seasons Hotel Denver, 1111 14<sup>th</sup> Street, Denver, Colorado 80202

### Hotel Options:

For additional hotel recommendations, reach out to Dimitri Milionis at [dmilionis@efcg.com](mailto:dmilionis@efcg.com)

Four Seasons Hotel Denver, 1111 14 <sup>th</sup> Street, Denver, Colorado 80202 <i>EFCG hotel room block offered at this location while rooms are available</i>	+1 (303) 389-3300
Hotel Teatro – Four Seasons Sister Hotel, 1100 14 <sup>th</sup> Street, Denver, Colorado 80202	+1 (303) 228-1100
The Curtis Denver - a DoubleTree by Hilton Hotel, 1405 Curtis Street, Denver, Colorado 80202	+1 (303) 571-0300
The Westin Denver Downtown, 1672 Lawrence Street, Denver, Colorado 80202	+1 (303) 572-9100

### Photography, Press, and Recordings:

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. Press will be invited to the event and may publish articles on the event and its sessions.

### Attire:

All Events: Business casual

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**Agenda: Tuesday, September 28, 2021 (2:00 pm – 7:30 pm Mountain Time)**

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**Welcome Events**

**2:00 pm – 4:00 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Workshop 1: Delivering Sustainable Projects Workshop**

**Presentation + Panel Discussion**

This workshop will address the constantly growing need to offer bespoke sustainability services to a growing array of clients and sectors, bringing together an inter-disciplinary array of speakers from A/E/C firms, NGOs and research centers. Participants will discuss the strategic and operational aspects of sustainability, how it can open new revenue streams and provide cost savings, the wave of interest from clients and investors, and the positive impact on a firm's culture and talent attractiveness.

**Moderators:** Andreas Georgoulas, EFCG Director of Sustainability & Risk and Spiro Pollalis, Professor and Director of the Zofnass Program for Sustainable Infrastructure, Harvard University

**Panelists:**

Anthony Kane, President & CEO, Institute for Sustainable Infrastructure  
Ryan Prime, Sustainability Practice Leader, VHB

**Workshop 2: Diversity, Equity, and Inclusion Workshop**

**2:00 pm – 4:00 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Case Study + Panel Discussion**

During this working session, participants will collaborate on ideas and solutions for a diversity, equity, and inclusion (DEI) case study. Industry leaders and experts will then join as panelists to share their own perspectives and guidance on ways to advance DEI in this industry today.

**Moderator:** Julie Hasiba, EFCG Managing Partner

**Panelists:**

Lisa Brothers, President & CEO, Nitsch Engineering  
Mike Carragher, CEO, VHB  
Linda Bauer Darr, President & CEO, American Council of Engineering Companies (ACEC) National

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**4:00 pm – 4:30 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**BST Global Session: How AI + Big Data Will Transform the A/E/C Industry**

**Presentation**

Artificial intelligence, machine learning and big data are the emerging technologies reshaping just about every industry today. This session will examine the unique opportunity to leverage these technologies in the A/E/C industry and foster the data-driven consultancy of the future, which is built on project intelligence and powered by predictive analytics. Hank Tran, BST Global's Director of Knowledge Management, will discuss how to get this innovation journey started at your own firm.

**Presenter:** Hank Tran, BST Global Director of Knowledge Management

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**6:00 pm – 7:30 pm**

Ocean Prime  
Larimer Square  
(See Page 3 for Address)

**Welcome Drinks & Hors d'Oeuvres**

Finally with the chance to connect in-person, join this social event to reacquaint with old friends and meet new colleagues as we celebrate being back together for another EFCG CEO Conference! Enjoy Ocean Prime's indoor and outdoor patio spaces.

**Agenda: Wednesday, September 29, 2021 (8:30 am – 9:00 pm Mountain Time)**

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**8:30 am – 9:00 am**

Four Seasons  
Pool Terrace  
Third Floor

**Breakfast Meet-and-Greet**

*Rain Location: Four Seasons Cottonwood Ballroom, Second Floor*

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**9:00 am – 10:30 am**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 1: Conference Welcome + A/E/C Industry Overview and CEO Survey Results**

**Presentation**

In previous financial downturns, the A/E/C Industry has proven to be more resilient than the broader economy. Yet, the industry oftentimes takes 2-3 times longer to fully recover. To what extent might history repeat itself? During this presentation, EFCG will disclose the results of the 2021 CEO Survey and expand on the impact of these results on the industry and your firm at present.

**Presenter:** Rebecca Zofnass, EFCG Managing Partner

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**10:30 am – 11:00 am**

Four Seasons  
Grand Ballroom  
Second Floor

**Morning Coffee Social**

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**11:00 am – 11:50 am**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 2: CEO Reactions**

**Panel Discussion**

Hear from industry leaders as they discuss what lies ahead for their firms when it comes to the industry's biggest trends and what they are seeing for the future of this industry.

**Moderator:** Julie Hasiba, EFCG Managing Partner

**Panelists:**

Kate Harris, President & CEO, Stanley Consultants  
Dave LeCureux, Chief Strategy Officer, HDR  
Susan Reisbord, CEO & Managing Director, Cardno

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**12:00 pm – 1:00 pm**

Four Seasons  
Pool Terrace  
Third Floor

**Lunch**

*Rain Location: Four Seasons Cottonwood Ballroom, Second Floor*

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**1:00 pm – 1:40 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Keynote: Creating, Communicating and Executing an Effective Strategy For Virtual and Hybrid Work**

**Presentation**

Robert Glazer, CEO, #1 Wall Street Journal bestselling author and keynote speaker, has led an award-winning, 100 percent remote organization for 14 years. In this session, Glazer shares how organizations can design and execute a go-forward strategy for remote or hybrid work and build a workplace where employees are engaged, accountable and performing at a high level—even in a remote environment. Glazer also shares the key principles that will help your organization pick a strategy that works for your team and build a strong cultural foundation to support that strategy.

**Presenter:** Robert Glazer, Founder and CEO of Acceleration Partners and Host of The Elevate Podcast

Copies of Robert Glazer's book *Elevate* will be available to attendees

**Agenda: Wednesday, September 29, 2021 (8:30 am – 9:00 pm Mountain Time)**

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**1:40 pm – 1:55 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**CEO of the Year Announcement**

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**2:00 pm – 2:45 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 3: Taking the Lead with Technology**

**Panel Discussion**

During this explorative conversation, panelists from firms known for their forward-thinking technology strategies will join us to talk about how they have been taking advantage of technology to fundamentally change the way they operate and deliver to their clients and the industry.

**Moderator:** Marcus Quigley, EFCG Technology Practice Lead

**Panelists:**

Raj Arora, CEO, Jensen Hughes  
Javier A. Baldor, CEO, BST Global  
Mike Carragher, CEO, VHB  
Rob Painter, CEO, Trimble

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**3:00 pm – 3:40 pm**

Four Seasons  
Various Rooms  
Second Floor

**Breakout Session 4A: Preparing for the United States Infrastructure Bill: The Potential Implications and Opportunities**

**Breakout Session 4B: Creating Sustainable Value through Collaborative Integration**

**Breakout Session 4C: Returning to the Office: How Firms Are Navigating Work-From-Home Policies, Office Space Management, and Hiring for the Next Phase**

*Breakout Session Details on Page 10*

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**4:00 pm – 5:00 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 5: CEO Lessons Learned & Day's Closing Remarks**

**Panel Discussion**

In this candid conversation, Presidents and CEOs will reflect on some of the biggest challenges they have faced in their roles and share the key lessons learned and actionable takeaways they gained from those experiences.

**Moderator:** Rebecca Zofnass, EFCG Managing Partner

**Panelists:**

Vince DiPofi, CEO, SSOE Group  
Gord Johnston, President & CEO, Stantec  
Cindy Wallis-Lage, Executive Director, President, Water Business, Black & Veatch  
Dick Wright, Chairman of the Board, CEO & President, NV5

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**6:00 pm – 9:00 pm**

Four Seasons  
Pool Terrace  
Third Floor

**Cocktails & Dinner**

*Rain Location: Four Seasons Cottonwood Ballroom, Second Floor*



**Agenda: Thursday, September 30, 2021 (8:30 am – 3:30 pm Mountain Time)**

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**8:30 am – 9:00 am**

Four Seasons  
Pool Terrace  
Third Floor

**Breakfast Meet-and-Greet**

*Rain Location: Four Seasons Cottonwood Ballroom, Second Floor*

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**9:00 am – 9:45 am**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 6: M&A Transactions & Trends**

**Presentation + Panel Discussion**

EFCG will share M&A trends and multiples. Then, panelists from two recent M&A transactions will offer an insider perspective on what really happens before and after the deal closes.

**Presenter:** Chip Elitzer, EFCG Director of M&A

**Panelists:**

Chris Bertrand, Managing Director, MSD Partners  
Scott Cattran, President & CEO, Woolpert  
Alexandre L'Heureux, President & CEO, WSP Global  
Hisham Mahmoud, Former President & CEO, Golder

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**10:00 am – 10:50 am**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 7: The Strategic Imperative of ESG & Sustainability for A/E/C Firms**

**Presentation + Panel Discussion**

This panel will address the growing trend of identifying, monitoring, and reporting on a firm's Environmental, Social, and Governance (ESG) metrics and discuss how these relate to a firm's sustainability efforts and work provided to clients, as well as on its profitability and valuation. EFCG will share its insights on what firms are doing regarding ESG today and the strategic and operational dimensions of ESG as they relate to A/E/C firm leadership. Aspects such as new revenue potential and cost savings, the wave of interest from ESG-oriented investors, emerging valuation premiums for A/E/C firms, and the positive impact on a firm's culture and talent attractiveness will frame the panel discussion.

**Presenters:** Andreas Georgoulas, EFCG Director of Sustainability & Risk and Anthony Kane, President & CEO, Institute for Sustainable Infrastructure

**Panelists:**

Cora Lee Mooney, Partner & North America Lead for Corporate Sustainability & Climate Change, ERM  
Tom Lewis, President, WSP USA Solutions and National Business Line Leader for Climate, Resilience & Sustainability, WSP  
Frank Sweet, Chief Executive of the Environment Global Business Line, AECOM

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**11:00 am – 11:40 am**

Four Seasons  
Various Rooms  
Second Floor

**Breakout Session 8A: Guarding Against the Ever-Changing Landscape of Cyber Risk**

**Breakout Session 8B: Energy / Power Transformation: Today & What's Next?**

*Breakout Session Details on Page 11*

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**12:00 pm – 1:00 pm**

Four Seasons  
Pool Terrace  
Third Floor

**Lunch**

*Rain Location: Four Seasons Cottonwood Ballroom, Second Floor*

**Agenda: Thursday, September 30, 2021 (8:30 am – 3:30 pm Mountain Time)**

**1:00 pm – 1:40 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Breakout Session 9A: Tech Company Formation and Spinoff**

**Breakout Session 9B: Succession Planning**

*Breakout Session Details on Page 11*

**2:00 pm – 3:00 pm**

Four Seasons  
Grand Ballroom  
Second Floor

**Session 10: Leading to Inspire a Workforce & Closing Conference Remarks**

**Panel Discussion**

This conference-closing session will provide a moment of reflection for attendees with a focus on what makes them influential and motivational leaders for their current workforce and future leaders. A/E/C Industry leaders will share what they have done to reassess their own leadership styles and identify ways to use their strengths to inspire others. This discussion will leave participants with additional ideas for how they can continue to challenge their own style and best channel what makes them invigorating forces for their firms.

**Moderator:** Julie Hasiba, EFCG Managing Partner

**Panelists:**

Marietta Hannigan, EVP & Chief Strategy, Corporate Development and Communication Officer, Jacobs

Doug Jaeger, President & CEO, Ulteig

Gayle Packer, President & CEO, Terracon

Lytle Troutt, President of Resilient Environments, Wood

**3:00 pm – 3:30 pm**

Four Seasons  
Grand Ballroom Foyer  
Second Floor

**Closing Coffee Conversation**

Enjoy this time to share final thoughts with fellow attendees, exchange information, and celebrate the end of a wonderful time with friends and colleagues. We look forward to next year's 33<sup>rd</sup> Annual EFCG CEO Conference!

**2022 EFCG Conferences**

- RLC 2022** **Rising Leaders Conference**  
*January 27-28, 2022*
- Tech 2022** **Technology Leadership Conference**  
*March 14-15, 2022*
- CFO 2022** **Chief Financial Officer Conference**  
*April 27-29, 2022*
- HR 2022** **HR Leadership Conference**  
*May 16-17, 2022*
- CEO 2022** **Chief Executive Officer Conference**  
*September 28-30, 2022*

**To Learn More and Register**



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## Keynote Speaker



*#1 Bestselling Author and Podcast Host*

**Robert Glazer**

Founder and CEO of Acceleration Partners

**Keynote Session: Creating, Communicating and Executing an Effective Strategy For Virtual and Hybrid Work**

### Session Description:

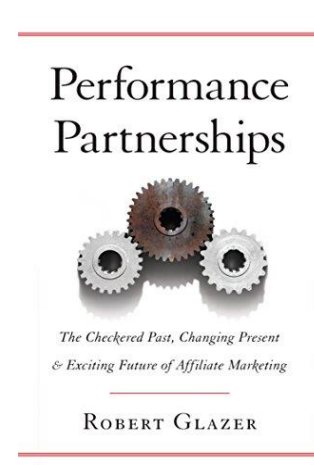
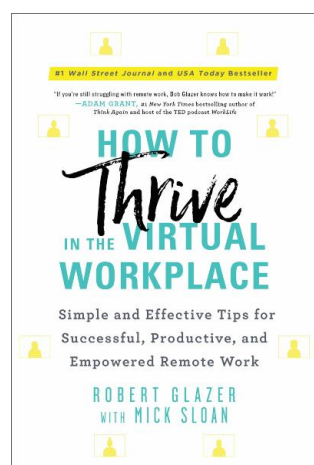
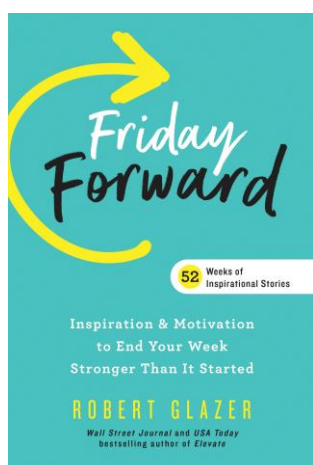
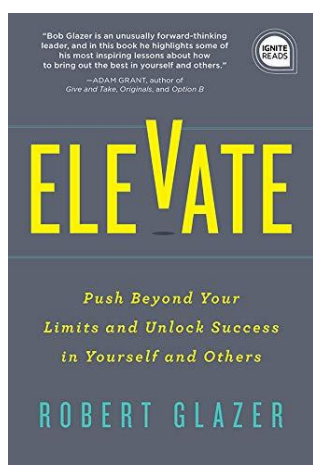
Robert Glazer has led an award-winning, 100 percent remote organization for 14 years. In this session, Glazer shares how organizations can design and execute a go-forward strategy for remote or hybrid work and build a workplace where employees are engaged, accountable and performing at a high level—even in a remote environment. Glazer also shares the key principles that will help your organization pick a strategy that works for your team and build a strong cultural foundation to support that strategy.

### Bio:

Glazer is a highly sought-after keynote speaker across the world, as the #1 Wall Street Journal and USA Today bestselling author and podcast host of [The Elevate Podcast](#). He is founder and CEO of [Acceleration Partners](#), the premier global partner marketing agency that has won over 30 awards for its world-class company culture.

### Publications and Podcast:

Glazer is the author of the inspirational newsletter [Friday Forward](#), and international bestselling author of [Elevate](#), [Friday Forward](#), [How To Thrive In The Virtual Workplace](#) and [Performance Partnerships](#).



# Forbes

*1 of 20 speakers you shouldn't miss*

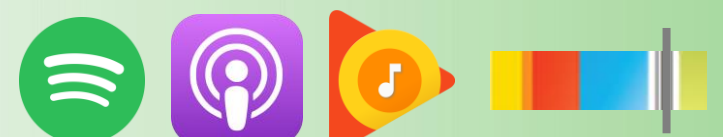
# Entrepreneur

*1 of 11 "amazing and unforgettable speakers"*



*Ranked #2 Top Small and Medium Business*

### Listen and Subscribe



## Breakout Sessions: Wednesday, September 29, 2021

### 3:00 pm – 3:40 pm

Four Seasons

Various Rooms

Second Floor

*Rooms Will Be Announced  
at the Conference*

### Breakout Sessions 4

#### **Breakout Session 4A: Planning for the United States Infrastructure Bill: The Potential Implications and Opportunities**

Recently passed by the United States Senate, the \$1.2 trillion United States Infrastructure Bill aimed at modernizing the country's infrastructure now awaits the final stages of government approval. If passed, this Bill would undoubtedly have a tremendous impact on the A/E/C Industry as the largest federal investment in infrastructure projects in more than a decade. It would pour funding into repairing and replacing roads, bridges, airports, ports, and railways and improving power and water systems nationwide. What are the potential implications of this Bill on our industry and how are firms planning ahead? During this session, panelists will discuss what they are anticipating and what this could mean for their firms and other firms in the space.

**Moderator:** Chip Elitzer, EFCG Director of M&A

#### **Panelists:**

Steven Hall, Senior Vice President for Advocacy and External Affairs, ACEC National

Gregory Kelly, CEO, STV

Áine O'Dwyer, CEO, Enovate

#### **Breakout Session 4B: Creating Sustainable Value through Collaborative Integration**

The true test of any M&A deal is value creation. With the levels of M&A activity and valuations at record highs, creating sustainable value from a deal is paramount. The higher the valuation, the greater the responsibility of the post-merger integration to deliver synergies and create value beyond the acquisition premium. In this workshop, you will learn about the importance of post-merger integration choices and compromises, and how to create sustainable, long-term value through a collaborative integration process.

**Presenter:** Chuck Leichner, EFCG Senior Advisor

#### **Breakout Session 4C: Returning to the Office: How Firms Are Navigating the Next Phase**

A/E/C/ firms are starting to open their offices, but the workplace environment has changed. Over the last year and a half, firms have started to see what they are capable of with a hybrid or completely remote workforce. Many even saw increased employee productivity early on. But, since then, firms have also felt the negative impact on employee mental health, efficiency, and retention. So how are firms navigating this return to the office now and in 2022? Panelists will discuss their work-from-home policies, office space management, and changes in hiring strategies.

**Moderator:** Vishal Menon, EFCG Advisory Consultant

#### **Panelists:**

Brian Coltharp, President & CEO, Freese and Nichols

Andra Kidd, COO, Hull & Associates

Kimberly Slaughter, CEO, Systra USA

## Breakout Sessions: Thursday, September 30, 2021

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### 11:00 am – 11:40 am

Four Seasons  
Various Rooms  
Second Floor  
*Rooms Will Be Announced  
at the Conference*

### Breakout Sessions 8

#### **Breakout Session 8A: Guarding Against the Ever-Changing Landscape of Cyber Risk**

Ransomware attacks, software supply-chain vulnerabilities, and data breaches continue to dominate headlines and cripple companies regardless of their size or industry. The increasing frequency and severity of these incidents has severely impacted the cyber insurance market from Q4 of 2020 through Q3 of 2021, with no signs of improvement in the near-term. We will examine what companies should be doing to protect themselves against these cyber attacks, and critical steps to prepare for a grueling cyber insurance underwriting process. We will also explore some creative ways to combat challenging cyber insurance renewals.

**Presenters:** Jeremy Gillespie, Area SVP, Regional Director, Cyber Liability Practice, Gallagher and Marcus Quigley, EFCG Technology Practice Lead

#### **Breakout Session 8B: Energy / Power Transformation: Today & What's Next?**

To meet today's societal and political demands, the world's electrical infrastructure must change, but how do we build what's needed in a timely manner? While many expectations and timelines are being discussed, the path to executing these plans is unclear and, often, undefined. This session will look at what's driving the energy / power markets and discuss the current obstacles to and solutions for meeting demand.

**Presenter:** Jack Hand, EFCG Senior Advisor

#### **Panelists:**

Holger Peller, EVP of Power Delivery, POWER Engineers  
Victor Suchodolski, EVP & Director of Electric Grid Infrastructure Services, Sargent & Lundy

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### 1:00 pm – 1:40 pm

Four Seasons  
Various Rooms  
Second Floor  
*Rooms Will Be Announced  
at the Conference*

### Breakout Sessions 9

#### **Breakout Session 9A: Tech Company Formation and Spinoff**

As the A/E/C Industry continues to focus on ways to get ahead via technology, this session will discuss how some firms are looking to create better value and opportunity through technology spinoffs and even new tech company formations. EFCG Podcast *Inside the A/E/C Industry with EFCG* special guest Jon Carlson, CEO of Braun Intertec, will join this conversational session to share more about his own experience with a tech spinoff and the critical role partnerships play in the success of these ventures. Kurt Conti, an entrepreneurial creator of companies and business opportunities, will then talk about Conti Group's formation and spinout of tech company Tenna.

**Moderator:** Marcus Quigley, EFCG Technology Practice Lead

#### **Panelists:**

Jon Carlson, CEO, Braun Intertec  
Kurt Conti, CEO, Conti Group

#### **Breakout Session 9B: Creating an Effective CEO and Top Executive Succession Plan**

The role of the CEO and other top executives is changing. The c-suite level of tomorrow will have a depth of knowledge and experience that goes beyond current backgrounds and previous expectations. As these roles become increasingly more complex, they also become further differentiated. So when it comes time to find new executive talent to succeed these positions, firms must do more, especially in considering CEO candidates. Whether your firm is planning for a transition of leadership two years or ten years from today, every CEO and President needs to be re-examining current practices now as previous approaches are increasingly inadequate. Join this session for an exchange of lessons learned together with recommendations for how you can better prepare for the transitions ahead no matter where you are in your process.

**Presenters:** Ted Lower and Jack Hand, EFCG Senior Advisors