



EFCG

Environmental Financial
Consulting Group

2025 RISING LEADERS CONFERENCE

For the Architecture, Engineering, and Consulting (AEC) Industry

January 29-30, 2025

JW Marriott Dallas Arts District, Dallas, Texas



WELCOME



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RISING LEADERS CONFERENCE

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EFCG is the leading consulting and investment banking firm in the Architecture, Engineering, and Consulting (AEC) industry. Our mission is to provide a strategic edge to AEC firms to advance the industry through our end-to-end, integrated solutions that support executive leaders with their most critical strategic and financial decisions.

In the last 35 years, EFCG has served as a retained advisor to 550+ firms, developed the most extensive proprietary industry database of financial and business metrics, held nearly 100 executive conferences, and advised on 200+ M&A transactions. The relationships we have formed with the executive teams at every major AEC firm make us the most trusted corporate finance, strategic, and M&A advisor.

About the Rising Leaders Conference

This event welcomes the top talent from AEC firms to enjoy a 2-day networking opportunity and the chance to discuss the major trends of today with peers. EFCG utilizes its leading industry insights and expertise advising AEC executives to provide valuable content that attendees can learn from and leverage in their positions.

Dates & Times

Wednesday, January 29th 9:00 am – 7:30 pm CT
Thursday, January 30th 9:00 am – 1:30 pm CT

Venue Location

JW Marriott Dallas Arts District,
800 North Harwood Street,
Dallas, Texas 75201

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 fmoumen@efcg.com. Press will be invited to the event and may publish articles on the event and its sessions.

Attire

Business casual



Photographs from 2023 EFCG Conferences
By Dylan Crossley Photo, Rebecca Slezak
Photography, JW Marriott Website, and EFCG



(All Times in Central Time)

Wednesday, January 29, 2025

9:00 am – 9:30 am

Breakfast Meet-and-Greet

9:30 am – 11:00 am

Session 1: EFCG AEC Industry Overview

11:00 am – 11:30 am

Morning Coffee Social

11:30 am – 12:10 pm

Session 2: The State of AEC From Industry Leaders

Panelists:

Aaron Nathan, COO, Kimley-Horn

Joseph Sagel, CFO, Halff

12:10 pm – 1:00 pm

Lunch

1:00 pm – 1:45 pm

Session 3: Breakout Sessions

3A: The Six Elements of Post-Merger Integration Success

3B: Total Rewards Trends: Aligning Strategies with Expectations

2:00 pm – 2:45 pm

Session 4: Today's Technology Trends & Strategy

3:00 pm – 3:40 pm

EFCG's Q&A Corner

4:00 pm – 4:45 pm

Session 5: Keynote: Outlook for the A/E Industry Under the New Congress and New Administration

Speaker:

Matt Reiffer, Vice President of Infrastructure Programs, ACEC National

4:45 pm – 4:50 pm

The Day's Closing Remarks

5:30 pm – 7:30 pm

Evening Networking Reception & Dinner

Thursday, January 30, 2025

9:00 am – 9:30 am

Breakfast Reconnect

9:30 am – 10:20 am

Session 6: Today's Major M&A Trends and What's Expected for 2025

10:30 am – 11:15 am

Session 7: Breakouts

7A: Leveraging AI: Practical Applications

7B: Finance Foundations: A Deep Dive Into Working Capital & MU Factor

11:30 am – 12:15 pm

Session 8: Risen Leaders Lessons Learned

Panelists:

Jeff Dorsey, CFO, Devenney Group

Stephanie Price, CPO, Terracon

12:15 pm – 12:30 pm

Conference Closing Remarks

12:30 pm – 1:30 pm

Closing Coffee Conversation & Lunch



Photographs from 2022 EFCG CEO Conference By EFCG



(All Times in Central Time)

Wednesday, January 29, 2025

9:00 am – 9:30 am

Breakfast Meet-and-Greet

9:30 am – 11:00 am

Session 1: EFCG AEC Industry Overview

Rebecca Zofnass and Vishal Menon from EFCG’s Strategy & Corporate Finance Team will begin the 2025 Rising Leaders Conference by presenting the latest EFCG AEC Industry Overview Report — the most comprehensive proprietary dataset analyzing key financial and strategic metrics within the industry. Zofnass will reflect on the industry's 2024 financial performance before sharing the projections for 2025. Zofnass will then assess the biggest trends impacting the AEC Industry and their evolution, providing insights on how this will impact 2025 business goals and longer-term strategic plans for firms.

Presenters:

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance
Vishal Menon, EFCG Vice President, Strategy & Corporate Finance

11:00 am – 11:30 am

Morning Coffee Social

11:30 am – 12:10 pm

Session 2: The State of AEC From Industry Leaders

Join industry leaders as they explore the future landscape for their firms, delving into how current trends discussed during the EFCG AEC Industry Overview presentation are shaping their strategic decisions. This panel discussion will provide insights into the priorities and forward-looking perspectives of these leaders, offering a glimpse into the future of the industry.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Panelists:

Aaron Nathan, COO, Kimley-Horn
Joseph Sagel, CFO, Halff

12:10 pm – 1:00 pm

Lunch

1:00 pm – 1:45 pm

Session 3: Breakout Sessions

3A: The Six Elements of Post-Merger Integration Success

The firms in this industry are highly acquisitive, people-focused businesses. In turn, the two biggest drivers of acquisition success are cultural fit and integration strategy. This session will focus on the six elements of a successful post-merger integration approach, emphasizing that integration extends beyond systems and processes alone. Participants will learn about major risks and best practices for navigating post-merger integration challenges and have the opportunity to share their own experiences and insights with the group.

Presenter:

Ethan McCue, EFCG Analyst, Strategy & Corporate Finance

3B: Total Rewards Trends: Aligning Strategies with Expectations

Drawing on data from EFCG's annual talent and compensation surveys, as well as insights from EFCG's recent Total Rewards Forum, this session will delve into the latest total rewards strategies that firms are employing. Dimitri Milionis, Senior Vice President of EFCG's Talent & Compensation Practice, will provide perspective on why these strategies are evolving and how they are resonating with employees. Attendees will then engage in group discussions, sharing their firm's experiences, best practices, and lessons learned.

Presenter:

Dimitri Milionis, EFCG Senior Vice President, Talent & Compensation Strategy

2:00 pm – 2:45 pm

Session 4: Today's Technology Trends & Strategy

It has never been so critical for firms to reassess their technology strategy as they aim to walk the fine line between innovation and practical technology investments. EFCG's Technology & Innovation Practice Lead Marcus Quigley will present today's big technology trends such as artificial intelligence (AI), machine learning, and digital transformation. He will then discuss how firms are establishing a point of view on these trends to achieve strategic objectives and build AI-resilient companies, ensuring that firms can adapt and thrive in an increasingly AI-driven world.

Presenter:

Marcus Quigley, EFCG Partner, Technology & Innovation



(All Times in Central Time)

Wednesday, January 29, 2025

3:00 pm – 3:40 pm

EFCG’s Q&A Corner

Join us for interactive roundtable discussions to engage with EFCG experts. This Q&A Corner provides a unique opportunity to ask your most pressing questions. Whether you’re seeking advice on strategic decisions, market trends, or best practices, our experts are here to provide valuable answers and guidance.

EFCG Experts:

Strategy & Corporate Finance



Rebecca Zofnass
EFCG Managing Partner



Vishal Menon
EFCG Vice President

M&A



Jessica Zofnass Barclay
EFCG Managing Partner



Trevor Casey
EFCG Senior Vice President

Talent & Compensation



Julie Hasiba
EFCG Managing Partner



Dimitri Millionis
EFCG Senior Vice President

Technology & Innovation



Marcus Quigley
EFCG Partner



Jay Margherio
EFCG Vice President

4:00 pm – 4:45 pm

Session 5: Keynote: Outlook for the A/E Industry Under the New Congress and New Administration

What does a second term for President Trump and a Republican-controlled Congress mean for the A/E industry? In this session, Matt Reiffer, a senior lobbyist with the American Council of Engineering Companies (ACEC), will outline the Administration’s key priorities, anticipated regulatory actions, and the legislative agenda for 2025-2026, and how it will impact the business of engineering and the built environment. Key topics include tax policy, infrastructure funding, energy development, and environmental reviews and permitting.

Speaker:

Matt Reiffer, Vice President of Infrastructure Programs, ACEC National

4:45 pm – 4:50 pm

The Day’s Closing Remarks

5:30 pm – 7:30 pm

Evening Networking Reception & Dinner

Come enjoy exquisite food and drinks as you connect with fellow colleagues.



(All Times in Central Time)

Thursday, January 30, 2025

9:00 am – 9:30 am

Breakfast Reconnect

9:30 am – 10:20 am

Session 6: Today's Major M&A Trends and What's Expected for 2025

As the AEC industry is expected to remain highly acquisitive in 2025, Jessica Zofnass Barclay and Trevor Casey from EFCG's M&A Team will present the latest M&A trends derived from EFCG's extensive database. They will then discuss what to anticipate in the coming year based on current market conditions, providing the audience with insights into how investors are strategically planning their moves and how AEC firms should plan accordingly.

Presenters:

Jessica Zofnass Barclay, EFCG Managing Partner, M&A
Trevor Casey, EFCG Senior Vice President, M&A

10:30 am – 11:15 am

Session 7: Breakouts

7A: Leveraging AI: Practical Applications

As AI continues to erupt in this industry, there is great opportunity with AI-driven tools to create better processes, automate routine tasks, and even deliver more accurate analytics. In this session, Jay Margherio, EFCG Technology & Innovation Vice President, will explore how AEC firms are leaning into and capitalizing on their AI investments. He will then provide examples of how employees can use AI in practical everyday use.

Presenter:

Jay Margherio, EFCG Vice President, Technology & Innovation

7B: Finance Foundations: A Deep Dive Into Working Capital & MU Factor

There are key financial levers that sit at the core of every business. If managed and tracked effectively, they have the ability to fundamentally shift business performance. This session offers a deeper dive into two of those crucial, yet often overlooked, levers: Working Capital and the MU (Multiplier x Utilization) Factor. Presenter Vishal Menon will begin by breaking down the unique meaning of these metrics within an AEC firm and then highlight how firms can strategically influence them to drive positive results. Attendees will then have an opportunity to ask questions and pressure test how they think about these metrics within their own operations.

Presenter:

Vishal Menon, EFCG Vice President, Strategy & Corporate Finance



(All Times in Central Time)

Thursday, January 30, 2025

11:30 am – 12:15 pm

Session 8: Risen Leaders Lessons Learned

Highly accomplished AEC leaders who have become C-suite members in their firms will share pivotal moments that have shaped their careers, highlighting key lessons learned from those experiences. Attendees will gain valuable, actionable insights to reflect on and apply in their own professional journeys.

Moderator:

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Panelists:

Jeff Dorsey, CFO, Devenney Group
Stephanie Price, CPO, Terracon

12:15 pm – 12:30 pm

Conference Closing Remarks

12:30 pm – 1:30 pm

Closing Coffee Conversation & Lunch

Stay to enjoy the company of new friends over lunch and conversation.



Photographs from 2022 EFCG CEO Conference By EFCG