



# EFCG

Environmental Financial  
Consulting Group

## Agenda

Exclusively for the Architecture, Engineering, and Consulting (AEC) Industry

# The Ritz-Carlton Dallas, Las Colinas

## Irving, TX | April 9-11, 2025



Sponsorship Partners





# WELCOME



## EFCG

Environmental Financial  
Consulting Group

# CFO CONFERENCE

April 9-11, 2025



THE RITZ-CARLTON

## ABOUT EFCG

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 240+ 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.

 **EFCG is the leading advisor to AEC firms, providing expertise in:**

### Management Consulting

**550+**  
AEC Firms Advised

- Strategic Planning
- Corporate Financial Benchmarking
- Valuations
- Talent & Compensation
- Technology & Innovation
- Sustainability & ESG

### Mergers & Acquisitions

**240+**  
M&A Transactions Advised On

- Sell- & Buy-Side Assignments
- Capital Structure Analysis
- Corporate Divestitures & Tech Spinouts
- Strategic & Private Equity Partner Engagement
- Integration Planning
- Due Diligence & Market Studies

### Leadership Conferences

**100+**  
Conferences Hosted

- Analysis on AEC Trends from EFCG's Proprietary Industry Database
- Perspectives from Subject Matter Experts and Industry Executives
- Invaluable Peer-Networking Opportunities

## Advanced Data Analytics & Insights

EFCG has the most comprehensive proprietary database in the industry

**6**  
Annual Surveys

**8M+**  
Data Points Every Year

**500+**  
Database Contributing Firms

# WELCOME



**EFCG**  
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THE RITZ-CARLTON

## SPONSORSHIP PARTNERS

We are especially thankful for the collaboration we have with our Sponsorship Partners.



### Deltek

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### Greyling

Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, is a specialty brokerage serving professional services firms in the construction industry, including a leading share of the ENR Top 500 Design Firms. Greyling's differentiator is the depth of our team, which includes not only dozens of experienced insurance professionals but also numerous attorneys and consultants who have varied relevant expertise working for and representing design and construction companies. This experience results in meaningful project and enterprise risk management, exceptional and innovative insurance placement, and a trusted partner watching out for your bottom line. Visit [www.greyling.com](http://www.greyling.com).



### Savills

As one of the world's leading property advisors, Savills services span the globe, with 40,000 experts working across more than 700 offices in the Americas, Europe, Asia Pacific, Africa and the Middle East. Savills' scale gives it wide-ranging specialist and local knowledge, and it takes pride in providing best-in-class advice as it helps individuals, businesses, and institutions make better property decisions. Visit [www.savills.com](http://www.savills.com).

## Sponsorship Partners







## ABOUT EFCG'S CFO CONFERENCE

As the only major conference dedicated to financial executives in the AEC Industry, this event will invite 150 CFOs and delve into the major strategic and financial decisions CFOs are focused on today. Using EFCG's exclusive 2025 CFO Survey, this conference will provide the first look at the AEC Industry's reported 2024 performance and projections for 2025 and 2026.



### Dates & Times

Wednesday, April 9<sup>th</sup> 12:00 pm – 8:00 pm CT

Thursday, April 10<sup>th</sup> 8:00 am – 8:30 pm CT

Friday, April 11<sup>th</sup> 8:30 am – 1:30 pm CT

### Hotel & Conference Venue Information

[The Ritz-Carlton Dallas, Las Colinas](#)

4150 North MacArthur Boulevard, Irving, Texas 75038

+1 (972) 717-2499

The entirety of the 2025 CFO Conference will be held at The Ritz-Carlton Dallas Las Colinas, an award-winning resort offering premier concierge services, luxurious amenities, and world-class dining. During the free time built into the event agenda, we encourage you to enjoy the many amenities the resort has to offer.

### Drive to Airports

Dallas Fort Worth International Airport (DFW): 20 minutes

Dallas Love Field Airport (DAL): 25 minutes

### EFCG Special Nightly Pricing: \$339

Must book by March 12, 2025

Receive booking information with conference registration confirmation

### 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 [efcg@efcg.com](mailto:efcg@efcg.com). Press will be invited to the event and may publish articles on the event and its sessions.





*(All Times in Central Time)*

**Wednesday, April 9, 2025**

<b>12:00 pm – 4:00 pm</b>	<b>Optional Welcome Activities</b>
<b>5:00 pm – 6:15 pm</b>	<b>Women in Leadership Event</b>
<b>6:30 pm – 8:00 pm</b>	<b>Conference Welcome Reception</b>

**Thursday, April 10, 2025**

<b>8:00 am – 8:30 am</b>	<b>First-Time Attendee Breakfast</b>
<b>8:30 am – 9:00 am</b>	<b>Breakfast Meet-and-Greet</b>
<b>9:00 am – 10:30 am</b>	<b>Session 1: EFCG AEC Industry Overview</b>
<b>10:30 am – 11:00 am</b>	<b>Morning Coffee Social</b>
<b>11:00 am – 11:45 am</b>	<b>Session 2: State of the Industry Through the Lens of Influential CFOs</b>
<b>11:45 am – 12:00 pm</b>	<b>CFO of the Year Announcement</b>
<b>12:00 pm – 1:00 pm</b>	<b>Lunch</b>
<b>1:00 pm – 1:45 pm</b>	<b>Session 3: The Tech Interplay: Aligning a Firm’s Technology Strategy With its Financial Goals</b>
<b>2:00 pm – 2:45 pm</b>	<b>Session 4: Breakout Sessions</b> 4A: Reassessing Your Firm’s Insurance Limits 4B: Outlook for the A/E Industry Under the New Congress and Administration 4C: Valuations for M&A vs. Internal Ownership Transitions: Breaking Down the Differences & Best Practices
<b>3:00 pm – 3:45 pm</b>	<b>Session 5: The Balancing Act: Evolving Growth vs. Profit Strategies</b>
<b>4:00 pm – 4:45 pm</b>	<b>Session 6: CFO Lessons Learned</b>
<b>4:45 pm – 5:00 pm</b>	<b>The Day’s Closing Remarks</b>
<b>5:00 pm – 6:30 pm</b>	<b>Free Time to Enjoy the Hotel’s Amenities</b>
<b>6:30 pm – 8:30 pm</b>	<b>Evening Networking Reception</b>

**Friday, April 11, 2025**

<b>8:30 am – 9:00 am</b>	<b>Breakfast Reconnect</b>
<b>9:00 am – 10:00 am</b>	<b>Session 7: M&amp;A Trends and Expectations for 2025</b>
<b>10:00 am – 10:30 am</b>	<b>Morning Coffee Social</b>
<b>10:30 am – 11:15 am</b>	<b>Session 8: Breakout Sessions</b> 8A: Practical Applications of AI 8B: The Impact of Sustainability Policies on the Financing of AEC Firms 8C: Growth: How to Develop Functions, People, and Systems as we Grow
<b>11:30 am – 12:15 pm</b>	<b>Session 9: Closing the Talent Gap: Leveraging AI and Technology</b>
<b>12:15 pm – 12:30 pm</b>	<b>Conference Closing Remarks</b>
<b>12:30 pm – 1:30 pm</b>	<b>Conference Closing Lunch and Conversation</b>





(All Times in Central Time)

Wednesday, April 9, 2025

12:00 pm – 4:00 pm

### Optional Welcome Activities

Registration is required for some of the activities below. For more information, please contact Bambi Rogers at brogers@efcg.com.

#### Golf

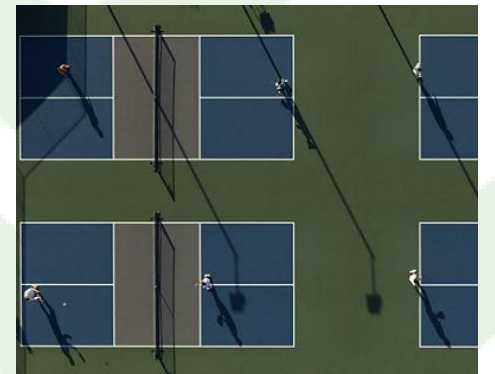
Learn more about the experience [here](#).

#### Pickleball

Learn more about this experience [here](#).

#### Spa

Learn more about this experience [here](#).



5:00 pm – 6:15 pm

### Women in Leadership Event

This event will provide a unique opportunity for women attending the conference to connect over drinks and hors d'oeuvres, kicking off their 2024 EFCG CEO Conference experience.

6:30 pm – 8:00 pm

### Conference Welcome Reception



Reconnect with fellow CFOs as you enjoy food and drinks offering bold Texan flavors with a unique fusion of casual comfortability and quality.

## SPONSOR SPOTLIGHT



Greyling Insurance Brokerage & Risk Consulting, a division of EPIC, is a specialty brokerage serving professional services firms in the construction industry, including a leading share of the ENR Top 500 Design Firms. Greyling's differentiator is the depth of our team, which includes not only dozens of experienced insurance professionals but also numerous attorneys and consultants who have varied relevant expertise working for and representing design and construction companies. This experience results in meaningful project and enterprise risk management, exceptional and innovative insurance placement, and a trusted partner watching out for your bottom line. **Visit [www.greyling.com](http://www.greyling.com).**

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(All Times in Central Time)

Thursday, April 10, 2025

8:30 am – 9:00 am

**Breakfast Meet-and-Greet**

9:00 am – 10:30 am

**Session 1: EFCG AEC Industry Overview**

Managing Partner Rebecca Zofnass will begin the 2025 CFO 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 and 2026. Zofnass will then assess the biggest trends impacting the AEC Industry and their evolution, providing recommended key questions firms should be asking themselves as they finalize their 2025 business plans and longer-term strategic plans.

**Presenter:**

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

10:30 am – 11:00 am

**Morning Coffee Social**

11:00 am – 11:45 am

**Session 2: State of the Industry Through the Lens of Influential CFOs**

Join industry leaders as they explore the future landscape for their firms, delving into how current trends discussed during Session 1 are shaping their strategic decisions. This panel discussion will provide insights into the priorities and forward-looking perspectives of these CFOs, offering a glimpse into the future of the industry.

**Moderator:**

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

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: The Tech Interplay: Aligning a Firm's Technology Strategy With its Financial Goals**

In this session, we will delve into the crucial balance between a forward-thinking technology strategy and maintaining a focus on long-term financial goals. Marcus Quigley, EFCG's Technology & Innovation Practice Lead, will guide us through the key decisions firms need to make when determining whether financial or technological considerations should take precedence. He will explore the tradeoffs and opportunities that firms must evaluate to achieve optimal results. Additionally, prominent figures in the AEC industry will share their insights on how they develop and implement technology strategies to stay competitive and drive innovation. They will also discuss how they decide when investing in technology makes the most sense for their firms.

**Moderator:**

Marcus Quigley, EFCG Partner, Technology & Innovation



**(All Times in Central Time) Thursday, April 10, 2025**

**2:00 pm – 2:45 pm**

**Session 4: Breakout Sessions**

- 4A: Reassessing Your Firm’s Insurance Limits
- 4B: Outlook for the A/E Industry Under the New Congress and Administration
- 4C: Valuations for M&A vs. Internal Ownership Transitions: Breaking Down the Differences & Best Practices

**3:00 pm – 3:45 pm**

**Session 5: The Balancing Act: Evolving Growth vs. Profit Strategies**

Are growth and profit mutually exclusive? If your firm could only have one, which would you prioritize? EFCG Managing Partner Rebecca Zofnass will start by exploring how industry trends and disruptors such as increased talent constraints, new technology efficiencies, and otherwise are reshaping firm strategies related to these two crucial metrics. Following this, industry CFOs will share their valuable insights on how their firms are navigating the evolving landscape to strike the right balance between growth and profit, ensuring long-term success.

**Moderator:**

Rebecca Zofnass, EFCG Managing Partner, Strategy & Corporate Finance

**4:00 pm – 4:45 pm**

**Session 6: CFO Lessons Learned**

Esteemed CFOs with incredible careers 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

**4:45 pm – 5:00 pm**

**The Day’s Closing Remarks**

**5:00 pm – 6:30 pm**

**Free Time to Enjoy the Hotel’s Amenities**

**6:30 pm – 8:30 pm**

**Evening Networking Reception**

We welcome you to relax with colleagues as you take in beautiful views while you enjoy drinks and refreshments.







(All Times in Central Time)

Friday, April 11, 2025

**8:30 am – 9:00 am**

**Breakfast Reconnect**

**9:00 am – 10:00 am**

**Session 7: M&A Trends and Expectations for 2025**

As the AEC industry is expected to remain highly acquisitive in 2025, Managing Partner Jessica Zofnass Barclay will present the latest M&A multiples and trends from EFCG's comprehensive database, offering insights into what we should anticipate in the coming year. Following this, Barclay will lead a panel discussion with four high-profile CFOs who play pivotal roles in their firms' M&A strategies. These CFOs will highlight the influential deals they have successfully executed, share their insights on key factors in deal negotiations, and discuss the impact of current market conditions on M&A strategy for this next year.

**Presenter and Moderator:**

Jessica Zofnass Barclay, EFCG Managing Partner, M&A

**10:00 am – 10:30 am**

**Morning Coffee Social**

**10:30 am – 11:15 am**

**Session 8: Breakout Sessions**

8A: Practical Applications of AI

8B: The Impact of Sustainability Policies on the Financing of AEC Firms

8C: Growth: How to Develop Functions, People, and Systems as we Grow

**11:30 am – 12:15 pm**

**Session 9: Closing the Talent Gap: Leveraging AI and Technology**

As the talent shortage in this industry continues to grow, so does the opportunity to find critical skills within AI and other technology-enabled solutions. In this session, EFCG Managing Partner Julie Hasiba and EFCG Partner Marcus Quigley will delve into the current and future skill gaps, and how AI can address these needs and even transform employee experiences. Following their insights, key industry leaders will share how their firms are proactively implementing practical strategies and real-world applications of cutting-edge technology to empower teams and drive success.

**Presenters and Moderators:**

Julie Hasiba, EFCG Managing Partner, Talent & Compensation

Marcus Quigley, EFCG Partner, Technology & Innovation

**12:15 pm – 12:30 pm**

**Conference Closing Remarks**

**12:30 pm – 1:30 pm**

**Conference Closing Lunch and Conversation**