

Tuesday, September 17th

Location: Carnegie Hall

5:30pm – 9pm: **Opening Reception:** Welcome remarks, cocktails and dinner at Carnegie Hall

Wednesday, September 18th

Location: Mandarin Oriental, NY

7am – 8am: *Breakfast*

8am – 10am: **State of the AEC Industry Analysis & Insights**, including latest KPIs from our AEC Industry Confidential Survey; interaction anticipated through conference app. *Andrej Avelini, President, AEC Advisors*

10:20 – 10:35am: **Anticipating Unforeseen Risks**, Case Study by *Gregg Bundschuh, Managing Principal, Greyling Insurance*

10:35 – 12 noon: **Key Strategic Issues: Perspectives from Small, Medium, and Large Firms** (Interactive panel of CEOs moderated by AEC Advisors): consolidation/changing competitive landscape and how it impacts differentiation; tech impact on how we deliver services and manage our firms; tight labor markets and how they impact the way we work and manage people; diversity, inclusion & leadership issues; alternative delivery/risk trends & impact; cyber & data security; how to manage collaboration across multiple offices; what to do to prepare for a potential recession

Speakers:

Al Barkouli, CEO, David Evans & Associates
Jay Bower, CEO, Landau
Jeanne Cormier, CEO, Lochner
Hisham Mahmoud, CEO, Golder

Mike McKelvy, CEO, Gilbane
James Miner, CEO, Sasaki
Steve Morriss, Pres, AECOM Design & Consulting
Peter Oosterveer, CEO, Arcadis

12 noon – 1pm: **Lunch Keynote Speaker: Howard Ross**, Founder of Cook Ross and world-renowned expert on *Unconscious Bias*. Mr. Ross is the author of the Washington Post best seller, *Everyday Bias: Identifying and Navigating Unconscious Judgements in Our Daily Lives*, and recently *Our Search for Belonging: How Our Need to Connect is Tearing Us Apart* (to great reviews). His data-oriented approach to analyzing and addressing issues of bias, diversity and culture has especially practical applications to the AEC industry

1:10pm – 2:45pm: **“Engineering Stakeholder Value”** (interactive panel of CEOs moderated by AEC Advisors): Perspectives from CEOs of firms with different ownership models on how to use M&A, culture, diversity, incentivization, restructuring, leadership changes, capital access, digitization strategies, etc. to increase stakeholder value.

Speakers:

Dan Batrack, CEO, Tetra Tech
Don Bradford, CEO, EnSafe
Bryan Carruthers, CEO, Anser Advisory
Dave Gockel, CEO, Langan

Lars Johansson, MD, New Mountain Capital
Elias Mulamoottil, Head, Strategic Invest., Colliers
Chris Rayasam, CEO, Murraysmith
Dick Wright, CEO, NV5

3pm – 3:30pm: **Diversity in Leadership, by Denise Fletcher:** Ms. Fletcher is the former CFO of Mastercard and member of the U.S. Council on Foreign Relations, Economic Club of New York and Academy of Woman Achievers. She has participated as a panelist at the Davos World Economic Forum. She was also recognized by the National Association of Corporate Directors for Exemplary Board Leadership, and is a member of Golder’s Board of Directors, as well as Unisys, Inovalon, & Le Groupe Mazars

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Wednesday, September 18th (continued)

Location: Mandarin Oriental, NY

3:50pm – 5:30pm: **AEC Technology “Shark Tank”:** To include “pitches” from 3 disruptive AEC technologies, from independent start-ups to in-house developed technologies, to facilitate a discussion of disruptive technologies that could change the competitive landscape in the AEC industry

Judges:

Javier Baldor, EVP, BST Global
Jesse Devitte, Co-Founder, Building Ventures
Noah Eckhouse, SVP, Bentley Systems
Peter Zeeb, CEO, Geosyntec

Pitches:

Jacob Baskin, CTO, Coord
Anthony Hauck, President, Hypar
Kent Strasser, VP, Pivvot

5:30pm – 7pm: **Cocktail Reception.** No dinner. Please make your own plans—NYC has a lot to offer!

Thursday, September 19th

Location: Mandarin Oriental, NY

7:30 – 8am: Breakfast

8am – 10am: **Mergers & Acquisitions (Interactive panel of CEOs moderated by AEC Advisors):** activity and trends, valuations, structuring (cash vs. stock, earnouts, etc.), impact of increased private equity interest and investments, use of divestitures, approaches to evaluate culture fit (#1 success factor), impact of buyer’s ownership mode on M&A, can/should AEC firms buy Tech firms/how to value them, post-merger integration/achieving the elusive “synergies”, M&A success/failure factors, advice for buyers and sellers

Speakers:

Ernesto Aguilar, CEO, Ardurra Group
Ian Ball, CEO, Cardno
Jeff Goldfarb, SVP, Jacobs
Jim Haynes, CAO, POWER Engineers
Bjorn Morisbak, SVP, Stantec

Billy Morrison, CEO, Veolia Nuclear Sol. Fed. Serv.
Terry Ruhl, frmr. Pres. of Gov. Services CH2M Hill
Jens-Peter Saul, CEO, Ramboll
Talal Shair, CEO, Dar Group
Jay Wolverton, CEO, Wolverton/CHA

10:20 – 12 noon: **Internal Ownership Transition (Interactive panel of CEOs moderated by AEC Advisors):** keys to creating a sustainable employee-ownership model to “determine your firm’s own destiny.” Topics will include internal stock valuation, capitalization modeling, getting the next generation to buy stock and invest in your company, benchmarking and what to focus on financially, including: growth, profitability, and capital flows. What works / what doesn’t, and where are the pitfalls

Speakers:

Young Ho Chang, CEO, ATCS
Kevin Haney, President, Maser Consulting
Shannon Lambert, COO, Barge Design Solutions

Steve Lefton, CEO, Kimley Horn
Matt Ryan, CEO, S&ME

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