



AMERICAN COUNCIL OF ENGINEERING COMPANIES

## **Business of Design Consulting**

March 10-12, 2026

### **Daily Schedule of Events**

Hotel Indigo Nashville  
315 Union St, Nashville, TN 37201

March 10, 2026

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<b>7:30am - 8:00am</b>	<b>Breakfast and Registration</b>
<b>8:00am - 12:00pm</b>	<b>Managing to Succeed in a Challenging Business Environment</b> <i>Steve Walker, srwalker &amp; associates</i> <ul style="list-style-type: none"><li>• The Leadership path</li><li>• Personal Vision</li><li>• Strategic planning</li><li>• Trends and opportunities</li><li>• The Discipline of Market Leaders</li><li>• Growth Horizons</li></ul>
<b>12:00pm - 1:00pm</b>	<b>Lunch and Networking with Attendees</b>
<b>1:00pm - 5:00pm</b>	<b>Transitioning from Project Management to Leadership</b> <i>Jeremy Clarke, COO   Managing Director, Zweig Group</i> <ul style="list-style-type: none"><li>• Redefine Relationships in Leadership</li><li>• Drive High Performance</li><li>• Balance Empathy and Economics</li><li>• Transition Mindset from PM to Leader</li><li>• Apply Best Practices from across the industry</li></ul>



March 11, 2026

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**7:30am - 8:00am**

**Continental Breakfast**

**8:00am - 12:00pm**

**Finance**

*Matt Fultz, Matheson Financial Advisors*

- Fine-tuning financial management in uncertain times
- Driving value in a volatile market
- Long-term financial and valuation results: setting the stage
- Accounting principles and practical financial tools

**12:00pm - 1:00pm**

**Lunch and Networking with Attendees**

**1:00pm - 5:00pm**

**Business Management & Ownership Transition**

*Matt Fultz, Matheson Financial Advisors*

- Financial exit strategies
- Retirement Planning: Internal ownership transition issues, internal buy-outs, stock plans, ESOPs
- Gearing stock expansion programs to the new market realities
- The "ins and outs" of mergers and acquisitions in the recovery decade



AMERICAN COUNCIL OF ENGINEERING COMPANIES

March 12, 2026

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**7:30am - 8:00am**

**Continental Breakfast**

**8:00am - 12:00pm**

**Contracts and Risk Management**

*Michaela Kendall, Strategic Partnerships and Cheryl Shaw, Claims Manager, AXA XL, a division of AXA*

- How good is your risk management crystal ball?
- The legal system—friend or foe?
- Importance of Pre-project planning
- Key risk factors that determine project success or failure
- Contracts do's and don'ts
- The quality management process
- Communication and documentation – a two-edged sword
- The construction contract administration process

**12:00pm - 1:00pm**

**Lunch and Networking with Attendees**

**1:00pm - 5:00pm**

**Maximizing Your Business Development & Marketing ROI**

*Richard Friedman, Friedman & Partners*

- A comprehensive view of your entire “get-work” effort
- Using the five-stage system for a balanced, multi-layered marketing program
- Starting with strategy—finding your differentiators
- Broadcasting your message through brand-building
- Winning with one-on-one selling
- Building a high-touch, high-return customer service program
- The vital role of business development