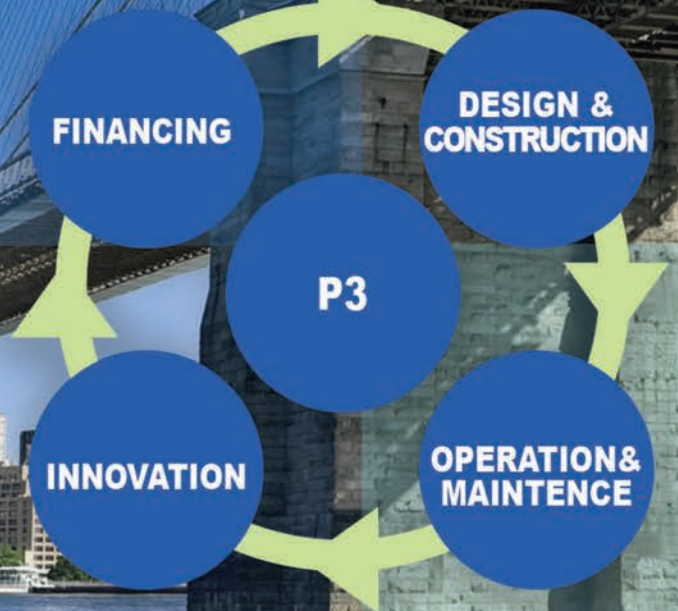




THE PUBLIC-PRIVATE PARTNERSHIP
FEDERAL CONFERENCE

NOVEMBER 27-28, 2018 • WASHINGTON, D.C. • MARRIOTT MARQUIS HOTEL

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BRINGING CUTTING-EDGE ALTERNATIVE TECHNICAL CONCEPTS

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Welcome

It's a pleasure to welcome you to the 2018 P3 Federal Conference.

Across the nation public-private partnerships are at work. Today public entities are using P3s to allocate risk and capital for their critical infrastructure projects while driving innovation and efficiency.

Over the next two days you will find a program that explores how P3s can address some of our most significant infrastructure challenges. Through plenary sessions, panel discussions, workshops, and roundtables; this year's agenda examines the political, financial, technical, and legal considerations we must make when evaluating a public-private partnership.

At this year's Conference you will find a program with over 100 experienced speakers. These public representatives, industry leaders, P3 experts, and operators will help us better understand the value proposition behind P3s, the critical principles behind successful partnerships, and how the delivery model is being used to create, maintain, and improve transportation, water, energy, and social infrastructure nationwide.

We encourage you to take advantage of the opportunities available at the P3 Federal Conference to connect with others and let new partnerships grow. You will find that many attending share similar capital improvement challenges, and others who have found viable solutions are here to share what they did. Numerous networking events have been incorporated into the agenda, and we hope you can make the most of these sessions and meet with many of the delegates in attendance.

Thank you for joining us this year. And a very special thank you to our speakers, sponsors, and event partners. We hope the next few days are a unique and rewarding experience that helps you meet all of your P3 business, educational, and networking objectives.

Sincerely,

The P3 Federal Conference Team

LIVING INFRASTRUCTURE



We're bringing infrastructure to life for government clients and local communities around the world.



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DOWNLOAD THE CONFERENCE APP

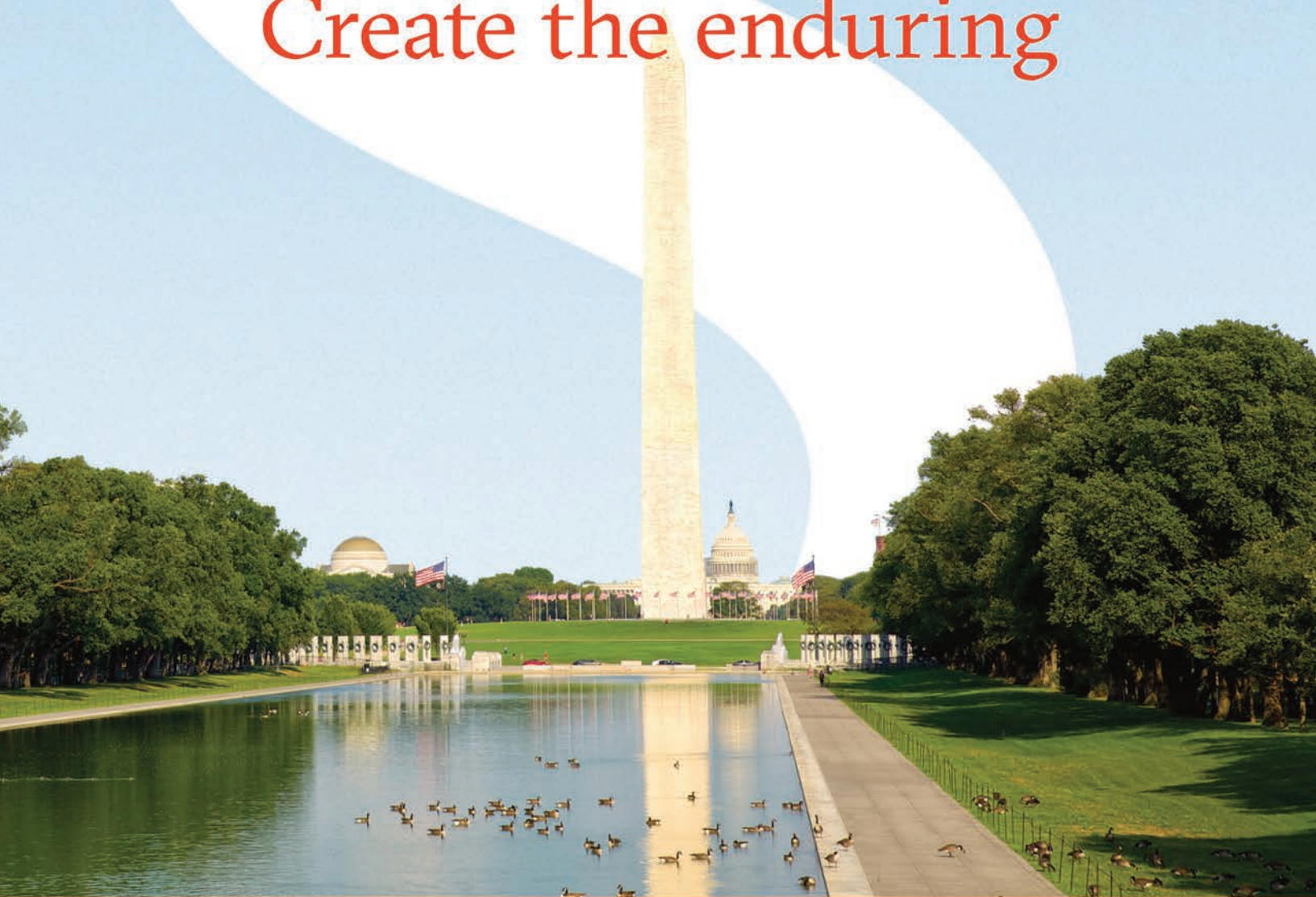
The conference offers a custom mobile app providing a secure and interactive experience while helping to reduce print for a more sustainable event. With this essential app, you can:

- View detailed agenda, session guides and speaker info
- Access session materials
- Network and connect with other attendees
- Participate in live polls, Q&A and games
- Receive notifications and reminders for important events and promotions

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Imagine the extraordinary
Create the enduring



WSP USA provides a full range of advisory and engineering services to the emerging federal P3 market.

Learn how P3s can play a role in developing your next project.

Find out what we can do for you.

Visit us at Booth #3



General Information

Overview

Through a series of keynotes, panels, workshops, roundtables, and diverse networking opportunities; the P3 Federal Conference will focus on alternative delivery education, procurement methodologies, and innovative ways partnerships are helping create, maintain, and improve transportation, water, energy, and social infrastructure nationwide.

This year's agenda highlights innovative development being taken by local, state, and federal agencies under increasing pressure to cope with aging infrastructure. The two day program will consider key policies, financing structure, and programs available to those evaluating public-private partnerships for their upcoming projects.

Main Hall and Breakout Sessions

All sessions are open to the general audience. We encourage you to attend as many as you can and interact with our speakers as they discuss the latest approaches, tools, and strategies for public-private partnerships.

Please view the complete agenda in this guide or our event mobile app for more information.

P3 Federal Conference Expo Hall

The P3 Federal Conference will host exhibitors sharing information about their organizations, products, programs, and services. Networking breaks and meals will all take place in the Expo area.

We invite you to spend some of your free time at the Expo and talk with our exhibitors, as well as meet with some of our presenters, panelists, sponsors, and event partners.

Registration Desk (Liberty Foyer, 4th Level Below Hotel Lobby)

The P3 Federal Conference registration desk is located in the Liberty Foyer on the 4th level below the lobby of the Marriott Marquis Hotel.

Registration desk hours are:

- Monday, November 26: 4:00 PM – 8:00 PM
- Tuesday, November 27: 7:00 AM – 7:00 PM
- Wednesday, November 28: 7:00 AM – 4:30 PM

Please check your registration materials and confirm that you received the proper meeting credentials: a badge, badge holder, lanyard, and a welcome bag. Badges will be checked for entry into all non-ticketed events; therefore, it is important that badges be worn at

all times. Those attendees not wearing appropriate conference badges will be unable to remain on the conference floor.

Name Badges

Name badges must be worn at all times. Your name badge is your ticket to all sessions and meal functions. If you lose your badge please visit the registration desk for assistance.

Attire

Business professional attire is recommended for the duration of the conference.

Mobile Devices

Please be courteous to all presenters and silence your mobile devices. Charging stations for your phones and tablets are available at sponsored charging stations across the conference floor.

Photography and Video Recording

We may be filming and photographing portions of the conference. These photographs and video recordings may be used on our website, YouTube channel, Twitter feed and other social media, in publications, and elsewhere.

Social Media

We encourage you to upload your photos and share your experiences with others. Remember to use the hashtag #P3Federal to connect with our larger audience, and follow the conference on Twitter for event updates.

Medical Needs

Emergency Telephone Number: 911

Nearest Hospital

Perry Family Health Center | 128 M St NW #050, Washington, DC 20001 | (202) 682-3840

Nearest Pharmacy

CVS Pharmacy | 1117 10th St NW, Washington, DC 20001 | (202) 326-1401 | Open: 8AM-10 PM

Conference Wi-Fi

Complimentary wireless Internet is available and provided by our sponsor Plenary.

Network: **Marquis_Conference**
Password: **federal**

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A low-angle, upward-looking photograph of several modern skyscrapers with glass and metal facades. The sun is low on the horizon, creating a warm, golden glow that reflects off the building surfaces and illuminates the sky. The perspective makes the buildings appear to converge towards the top of the frame.

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Schedule-at-a-Glance

Tuesday, November 27, 2018

7:00 AM – 9:00 AM	Registration, Coffee, Check-In, and Exhibitor Set-Up <i>Liberty Ballroom Foyer</i> Sponsored by: Halmar International				
7:30 AM – 9:00 AM	P3 101 Breakfast (Open to Public Sector Representatives Only) <i>Liberty Ballroom B</i> Sponsored by: AIAI				
9:00 AM – 10:15 AM	Conference Opening: Keynote Conversation with DJ Gribbin <i>Liberty Ballroom A</i>				
10:15 AM – 10:45 AM	Asset Recycling in America: Ambassador Joe Hockey <i>Liberty Ballroom A</i>				
10:45 AM – 11:15 AM	Morning Networking Break <i>Expo Hall</i> Sponsored by: Goldman Sachs PlanGrid				
	Archives	Capitol	Monument	Expo Hall	
11:15 AM – 12:30 PM	Workshop: How Do P3s and Private Project Financings Impact Credit?	Workshop: Innovative Ways to Avoid Construction Disputes	Workshop: Microgrids for Public Facilities	P3 Roundtable Discussions	
12:30 PM – 2:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by WSP				
12:45 PM – 1:45 PM	Working Lunch Conversation: Move P3s Forward – The Power of an Industry Voice <i>Independence Ballroom B</i>				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
2:00 PM – 3:00 PM	P3 Transportation Initiatives	Fitting P3's to Our Water Challenges	Getting Ready to Procure a P3 Project	Public Buildings 101: What, Why, & How	Naval Base Point Loma Project
3:00 PM – 3:15 PM	Afternoon Coffee Break <i>Expo Hall</i> Sponsored by: JLL Strategic Partnerships				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
3:15 PM – 4:15 PM	Asset Recycling: Can It Work Here?	Collaboration for Compliance and Prosperity: Federal Impact on State & Local Workforce	Green Streets – Partnership Models for Community Revitalization	Planning for Disruptive Transportation Technologies	P3 for Public Safety: FirstNet from Vision to Reality
4:30 PM – 5:30 PM	Considerations in Federal Resiliency P3's	What Does a Successful P3 Look Like Today?	Thinking Small – Delivering Projects Under \$100mm	P3's and Smart City Planning	
5:30 PM – 7:00 PM	Opening Night Welcome Reception <i>Expo Hall</i> Sponsored by: Becker CBRE Hunt Companies Transurban				

Schedule-at-a-Glance

Wednesday, November 28, 2018

7:00 AM – 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Halmar International				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
8:00 AM – 9:00 AM	Promoting Pro-P3 Policies on the Hill and with the Administration	Applying Design-Build Best Practices to P3 Project Delivery	Top 10 Issues When Procuring a P3	Understanding Environmental Impact Bonds	
9:15 AM – 10:15 AM	Incentivizing Alternative Procurement at Our Nation's Airports	Project Bundling – Structure and Reasons Why	P3 Highway Right of Way	Finance 101: Understanding Funding vs. Financing	Owners Panel – Let's Get Social
10:15 AM – 10:30 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: Armand EY				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
10:30 AM – 11:30 AM	The Outlook for P3 Transportation	Howard County Courthouse	Federal Trends in Funding and Financing for the Water Sector	Moving Transit P3s Forward	Satisfying P3 Insurance Requirements
11:45 AM – 12:15 PM	Keynote Address by Jill Jamieson: <i>Post Midterm - What Stands to Change?</i> <i>Liberty Ballroom A</i>				
12:15 PM – 1:15 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Fengate				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
1:15 PM – 2:15 PM	Private to Public to Public-Private: Future Models for Transit Delivery	Deconstructing P3s: Lifting the Hood and Taking the Engine Apart	Seizing Upon Opportunity Zones to and Creating Value	UAS: A New Field for Public-Private Partnerships	
2:30 PM – 3:30 PM	How States and Cities Can Expand Infrastructure in Light of a Reduced Federal Role?	Local Green Shoots: P3s at the City Level	Federal Personnel Roundtable Discussion		
3:30 PM – 4:30 PM	P3 Questions & Answers: What are Next Steps? Where to Go from Here? <i>Liberty Ballroom A</i>				
4:30 PM	Conference Ends				



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Learn

Commercial Considerations in Federal Resiliency P3's

Panel session moderated by Tim McGarrity

Tuesday, November 27 at 4:30 - 5:30 p.m. | Liberty Ballroom A



Prospects for P3: The probable impact of the midterm elections on federal infrastructure initiatives

Session led by Jill Jamieson

Wednesday, November 28 at 11:45 a.m. | Liberty Ballroom A



Learn more about our P3 experience at us.jll.com/government

AGENDA: TUESDAY, NOVEMBER 27, 2018

PRE-CONFERENCE ACTIVITIES

7:00 AM – 9:00 AM

Conference Check-In & Registration

Liberty Foyer

Morning Coffee Courtesy of Our 2018 Co-Chair Sponsor:



7:30 AM – 9:00 AM

P3 101 Breakfast (Open to Public Agency Attendees Only)

Liberty Ballroom B

Join industry leaders and AIAI members for breakfast and an interactive conversation specifically tailored to the needs of agencies that are evaluating P3s. This pre-conference session is designed for those beginning to explore P3s and are seeking to better understand where they can be applicable. Learn about when P3s do and do not make sense to advance, what are the major considerations that need to be made when choosing this route, how can they can save money and time when dealing with repairs and maintenance, and what are some of the first steps to make when considering the P3 route.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Tom Collins, Executive Vice President, Collins Engineering

Craig Covil, Managing Director, Halmar International

Terence Easton, President, Fluor Infrastructure

Sia Kusha, Group Head, Project Development & Partnering, Plenary Group

Mary Scott Nabers, President/CEO, Strategic Partnerships, Inc.

Special thanks to:



FORMAL CONFERENCE ACTIVITIES

9:00 AM – 9:30 AM

Conference Start: Welcome & Opening Remarks

Liberty Ballroom A

Conference delegates are welcomed with a short synopsis of this year's program, a P3 market overview, and a thank you to our sponsors and event partners.

Presenters: Dale Bonner, Executive Chairman, Plenary Concessions
Tyson Iravani, Director, P3 Federal Conference

9:30 AM – 10:15 AM

A New Phase for Public-Private Partnerships – A Conversation with DJ Gribbin

Liberty Ballroom A



In our opening session we have a conversation that looks at the most notable developments in infrastructure and examines what major political, policy, and project developments are likely to define the U.S. P3 experience in 2019. DJ Gribbin with Stonepeak Infrastructure Partners, and former Special Assistant to the President for Infrastructure Policy, joins Steve DeWitt with ACS Infrastructure Development to discuss the outlook for P3s and U.S. infrastructure advancement post midterm elections.

Presenters: Steve DeWitt, Senior Vice President, ACS Infrastructure Development, Inc.
DJ Gribbin, Senior Operating Partner, Stonepeak Infrastructure Partners

10:15 AM – 10:45 AM

Asset Recycling in America? Priming the Potential of P3

Liberty Ballroom A



America's struggle to build and renew its roads, airports, water treatment facilities, public buildings, and other infrastructure projects is old news. We all hear the constant drumbeat of reports discussing failing infrastructure, inability to raise the federal gas tax, and declining global competitiveness. Solutions and success stories seem rarely to be part of the discussion.

One way to address some of our challenges is a strategy known as asset recycling. Asset recycling is a system in which public agencies lease existing infrastructure to private entities with fees generated from leases then used to invest in new projects. One prominent example of where this tool has been used is in Australia. Between 2015 and 2017, Australia's Asset Recycling Initiative (ARI) helped finalize agreements with its states and territories worth nearly \$3 billion. These funds have unlocked over \$17 billion in infrastructure spending. Australian Ambassador Joe Hockey joins us to share his role and participation on transformative asset recycling measures in Australia and will discuss how to apply similar initiatives here in the United States.

Presenter: Joe Hockey, Ambassador of Australia to the United States

10:45 AM – 11:15 AM

Morning Networking Break

Expo Hall

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11:15 AM – 12:30 PM

Workshop: How Do P3s and Private Project Financings Impact Credit?

Archives Ballroom

Among the many touted benefits of P3 projects is the ability to keep the debt off balance sheet. But just because debt is off the balance sheet, does that mean the rating agencies consider it to be “off-credit” as well? The credit implications of P3s vary depending on the contractual obligation the public authority is committing to long term, as well as the essentiality of the asset. We welcome two analysts with Moody’s Investors Service to review key credit factors, explain the implications of different P3 structures for both a project and the public sector, and provide an overview for evaluating a P3 project’s impact on a public entity’s credit rating.

Presenters

John Medina, Vice President – Senior Credit Officer, Moody’s Investors Service

Jennifer Chang, Vice President – Lead Analyst, Moody’s Investors Service

11:15 AM – 12:30 PM

Workshop: Innovative Ways to Avoid Construction Disputes – DRBs and Their Application

Capitol Ballroom

Disputes and claims have been a part of construction projects for many years and oftentimes drag out well after the completion of the project, tying up valuable resources and adding costs. Actively managing the dispute or claim or, even better yet, helping avoid the claim or dispute entirely, saves time and money for all the parties involved. This workshop discusses how Dispute Review Boards (DRBs) have been used for many years on transportation related projects. By having a DRB start at the beginning of a project, the DRB can often help involved parties avoid a dispute by being proactive with the parties in getting issues settled and avoiding a dispute altogether. The conversation will provide an overview of the DRB process and how it can help avoid disputes or get them settled in a timely and efficient manner.

Moderator

Bill Hinton, Past President, The Dispute Resolution Board Foundation

Presenters

Edward Ballard, Director of Contract Management, The Lane Construction Corporation

Adrian Bastianelli, Attorney, Pekar & Abramson P.C.

Mike Loulakis, Attorney with Capital Project Strategies, LLC

Carlton Ray, Director D.C. Clean Rivers Project, Chief Engineer

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11:15 AM – 12:30 PM

Workshop: Integrated Approach to Building A Public Facility Microgrid

Monument Ballroom

The public facility microgrid market segment is quickly developing, as stakeholders have verifiable examples of successful installations in the utility, municipal, and military spaces. Microgrids offer facility owners and managers an innovative and reliable solution to fit their unique needs. Smart design of microgrids can contribute significantly to achieving key microgrid goals such as energy supply reliability and resiliency, source flexibility, cost-effective demand response and carbon reduction. This presentation will describe strategies for microgrids, including renewable sources, power generation, hot water and chilled water and energy storage systems. The talk will also focus on contract structures and how owners can install microgrids quickly without impacting facility budgets and everyday operations. A discussion on lessons learned from the feasibility and design process through construction, startup and testing will be included in addition to the regulatory aspects to consider in a tactical implementation.

Presenter

Dr. Nandini Mouli, Founder/CEO, eSai LLC

11:15 AM – 12:30 PM

ROUNDTABLE DISCUSSIONS

Expo Hall

A series of interactive roundtable conversations on critical P3 topics. Each conversation will last approximately 20 minutes, and during the session attendees will be able to participate in 3 different discussions. Roundtable conversations are meant to be informal, candid exchanges where participants can ask their questions and concerns, share experiences, and network. Presenters will guide discussions by bringing up case studies, targeted issues, and topics impacting the current P3 landscape.

Roundtable Session Sponsored by:



Table 1: What is Value for Money? A Primer

Not every infrastructure project can or should be delivered as a P3, and before initiating procurement as a P3 project, public agencies often undertake a business case analysis to determine whether a P3 is viable. The Value for Money (VfM) analysis was developed to compare the estimated total life cycle cost of a project implemented by a public agency with traditional infrastructure procurement vs. a P3 procurement. Some public agencies advocate a VfM be prepared at multiple stages of a project development and procurement, to help serve as a decision tool to ensure that the choice of a P3 procurement is the best long term value proposition for the public sector at a given point in time based on the best information available. In this roundtable we'll review how VfM analyses are performed, including assessment of risk allocation, risk analysis and quantification of risks and adjustments to create an "apples to apples" comparison.

Presenter

Michael Palmieri, President and Founder, P3 Point

Table 2: A Lawyer and an Engineer Walk Into a P3 Contract...Technical Documents Best Practices

The volume of documents that make up a P3 procurement can seem like a complex serving of alphabet soup at first glance. In particular translating technical requirements and performance specifications into sound contract documents can be a tall order and is a frequent source of frustration. Hear successful strategies employed to wrangle your technical team and produce strong technical specifications, contract drawings, and reference document packages for your project.

Presenters

Brian Shell, P.E., Senior Technical Principal, WSP
John Smolen, Partner, Nossaman LLP

Table 3: Qualified Opportunity Zones: Explosive New Potential for the P3 Community

The new Qualified Opportunity Zones program created in 2017's Tax Cuts and Jobs Act will unlock new funding mechanisms for investing in large-scale infrastructure development projects around the country, and will also be a critical tool to scores of projects to catalyze neighborhood revitalization through public private partnerships. That designated Opportunity Zones are designed around communities, infrastructure development will necessarily include related projects inside and outside these zones, the perfect catalyst for public private partnerships. This roundtable will look at the Opportunity Zones program and consider some of its most promising applications.

Presenter

Clarence Williams, Senior Government Relations Consultant, Becker

Table 4: Messaging and Community Engagement Is Not an Afterthought

Stakeholder and community and media engagement with public-private partnerships should not be an afterthought. Critical to the success of any P3 is a commitment to clear communication and messaging. Failure to properly plan at the early stages may create challenges for the life of a project. This roundtable is focused on the "how" and will address stakeholder relationship concerns for staff level public officials charge with launching and managing P3's. We will discuss why including stakeholders early in the public planning process allows for successful community engagement and can facilitate P3 initiatives with public participation, media support, and elected official buy-in. We will examine how both the public and private partners can approach the dialogue with the media, partners, and community shareholders for the best chance at a win-win-win solution for public owners, private partners, and the community.

Presenter

Mary Scott Nabers, President/CEO, Strategic Partnerships, Inc

Table 5: Administrative Headquarter Projects

Government entities nationwide face familiar challenges of being asset rich but cash poor, with significant deferred maintenance needs, as they manage underutilized, expensive buildings. From administrative headquarters sites, to courts, to public safety complexes, CBRE is advising and representing state, local, and federal clients to leverage their existing assets to obtain new facilities, meet civic objectives, stimulate economic development, develop affordable housing, and improve citizen service. In this roundtable we describe creative approaches to unlock value in these assets and access developer-led solutions to occupancy needs through P3s.

Presenters

Michael McShea, Executive Vice President, Public Institutions & Education Solutions, CBRE
Lee Ann Korst, Southeast Regional Manager, Public Institutions & Education Solutions, CBRE

INTERACTIVE ROUNDTABLE DISCUSSION

Tuesday, November 27, 2018

Qualified Opportunity Zones: Explosive New Potential for the P3 Community

11:15AM -12:30PM
Expo Hall / Table 3

The new Qualified Opportunity Zones program created in 2017's Tax Cuts and Jobs Act will unlock new funding mechanisms for investing in large-scale infrastructure development projects around the country, and will also be a critical tool to scores of projects to catalyze neighborhood revitalization through public private partnerships. That designated Opportunity Zones are designed around communities, infrastructure development will necessarily include related projects inside and outside these zones, the perfect catalyst for public private partnerships.



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Table 6: Driving Local Economic Development through Federal Public Facility Projects

Local government use of a Public-Private Partnership (P3) for economic development or redevelopment purposes often involves the use of public resources or financing capabilities to promote local economic development. In this roundtable we discuss how local and state governments can utilize some combination of tax incentives, public land or other assets, infrastructure investments or other financing assistance in collaboration with Federal Public Facility development to advance capital investments, provide jobs, and participate in economic development projects of high importance to the community.

Presenter

Corina Castillo-Johnson, Senior Counsel, Norton Rose Fulbright

Table 7: Expanding Value Capture and Improving Environmental Outcomes in P3 Delivery

Whether Transportation or other Infrastructure, there is important movement in how P3 frameworks can be designed to creatively couple performance-based value capture with better environmental results, better matching public and user expectations and bringing new support for projects. This roundtable, led by a team nationally engaged in this “next” for project delivery and P3, will explore what such an approach might look like for a water resource utility, a major mixed-use urban development, and a multi-modal transportation project.

Presenter

Richard Record, Principal, RL RECORD LLC Consultants

Table 8: Developing Your P3 Checklist

P3 has great appeal to both the public and the private sector. But how do you get started, and what should you do to stay on the right track? Join our round-table discussion for a check-list of issues you should keep in mind as you embark on a P3 project. This roundtable conversation is designed to help both the public and private sector representatives define the issues they should bear in mind in starting a P3 project and learn how to evaluate key risks in the first stages of a P3 project. Take away some best practices and lessons-learned that can be integrated into your planning and procurement to make your future P3 project a success.

Presenter

Kaveh Badiei, Partner, Ralls Gruber & Niece LLP

Table 9: Asset Management Strategies for Deferred O&M

P3s can include long-term operations and maintenance obligations that the private sector is responsible for delivering. O&M is a mounting challenge faced by communities across the country, and many public sector sponsors have stated that operations and maintenance services are one of the biggest reasons for considering a P3. We will discuss asset management strategies and how the inclusion of key deliverables in a P3 can help to maintain infrastructure and improve service quality.

Presenter

Bruce Allender, Chief Operating Officer, infraManagement Group [a subsidiary of Black & Veatch]

Table 10: How Does an Owner Manage a P3 Contract?

In P3s, owners' roles change from direction to oversight. How does that work? How can owners feel comfortable that they are getting what they are paying for? How do owners measure performance?

What happens in the field? Peter Donahue has represented owners on major P3 projects such as the Port of Miami Tunnel and the LAX People Mover. Hear from him about how oversight in public-private partnership works from a practical standpoint in the field.

Presenter

Peter Donahue, Vice President, Principal Project Manager, WSP

Table 11: Moving Your Project to Reality – Hitting Early Milestones

Once you've identified an idea for a P3 project – what steps need to be taken to make this idea become a reality? What should a private sector entity consider and fully understand before deciding to bid on a P3 project? This session explores best practices and challenges that governmental entities should consider in advance of and during the development of Requests for Proposals, private sector entities should consider in their responses, and both should consider during the negotiation and implementation of project agreements.

Presenter

Hilary A. Jackler, Partner, Kutak Rock LLP

Table 12: P3 Development in Rural Areas

This roundtable will explore how P3s have been able to provide opportunities for development of critical infrastructure in rural areas and small cities. This discussion addresses the challenges confronted and best practices employed in procurement and project delivery. Local business leaders and municipal officials can learn how to develop a strategy for development in their community, including specific steps to take advantage of P3 best practices in public infrastructure procurement.

Presenter

Chris Matthews, P.E., Arcadis U.S. Inc.

Table 13: Personalized P3 Workshops

Learn about the Performance Based Building Coalition (PBBC), a nonprofit industry organization comprised of over 100 infrastructure firms and public officials, and how it can support your efforts to build internal and external support for a P3 project. The PBBC's mission is to facilitate the use of P3s for public buildings. As part of this mission, the group offers full-day, free workshops to select institutions which have identified P3 projects that could be suitable for advancing. These workshops are undertaken with 10-15 industry and public officials with significant P3 experience. The PBBC tailors a curriculum according to your needs and can cover topics such as P3 overview, project identification, procurement, case studies, developing a project agreement, cultivating stakeholder support, and more.

Presenter

Jeff Purtell, Associate Principal, Dewberry

Table 14: What's Next for Federal P3's?

Come learn how P3's will evolve for the federal government and what lessons can be derived from past projects. During this round table, you'll get the inside scoop from P3 advisory experts on where you can anticipate seeing future P3 projects, how best to structure public-private partnerships to achieve project goals and key pitfalls to avoid.

Presenter

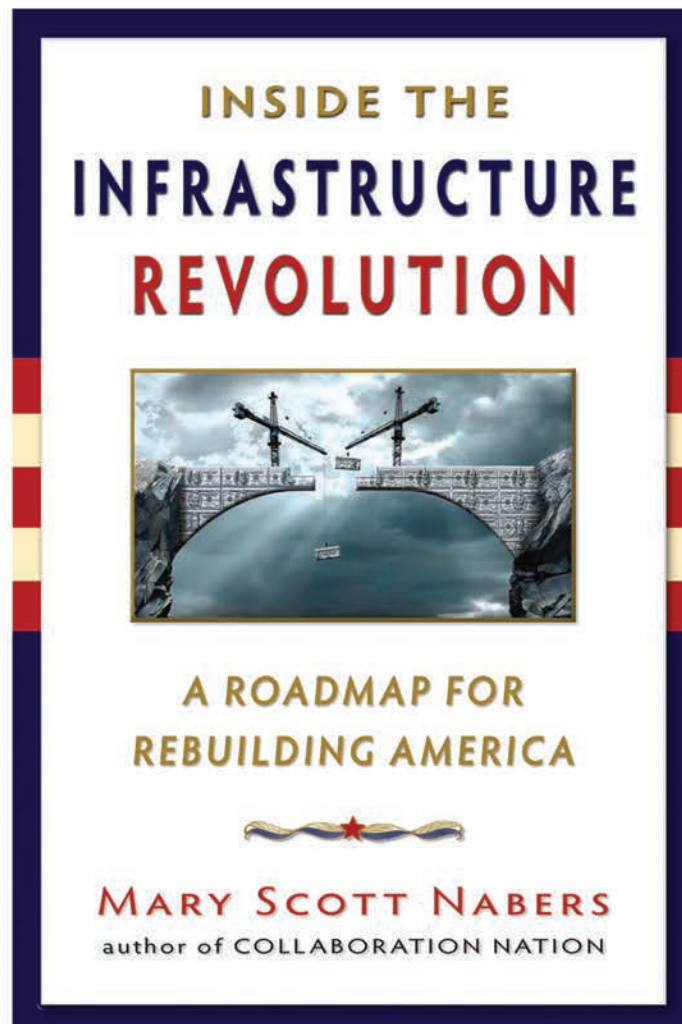
Tom Taylor, Managing Director, Public Institutions, JLL

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Table 15: Course Correction: The Myriad Benefits of Surety Bonds on P3 Projects. What the Public and Private Sectors Really Should Know

The roundtable discussion will discuss the impacts of high penalty bonds on project success and the dangers of inadequate bonding, as evidenced by IN I-69.

Presenters

Mary Jean Pethick, Head of Surety Risk Solutions, Zurich Surety
David McVicker, Vice President, Zurich Surety

Table 16: Addressing Impediments to P3 Projects in the Water Sector

What are the obstacles that managers commonly encounter when pursuing a P3? What do owners truly need to ensure a successful project? While all of the solutions to this topic cannot be addressed adequately in a roundtable, we will use this forum to initiate suggestions, share experiences and highlight owner responses from Water Design-Build Council's "Impediments" and "Lessons-Learned" research. A sample of prevalent topics to be discussed will include: i) budget and financial expectations of organizations considering a P3 project; ii) contract development and procurement; and iii) first-time inexperience – how to manage uncertainty about now and why to start.

Presenter

Linda Hanifin Bonner, Ph.D, Executive Operations Manager, Water Design-Build Council

12:30 PM – 2:00 PM

Networking Lunch

Expo Hall

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12:45 PM – 1:45 PM

Working Lunch Conversation: Moving P3s Forward – The Power of an Industry Voice

Independence Ballroom B

Public-Private Partnerships (P3s) have recently gained greater visibility, drawing attention to the benefits and value of the partnership model. The US P3 industry has rallied to develop and build upon best practices, working together with states, cities and municipalities. Join industry leaders to understand where work is being done to positively promote the utilization of the model. We invite you to participate in an engaging luncheon discussion to understand how together, we can move P3s forward.

Presenters

Lisa Buglione, Director of Operations and Development, AIAI
Seth Miller Gabriel
Marshall Macomber, President, Think P3; Senior Policy Advisor, AIAI
Sallye Perrin, Senior Vice President, WSP

2:00 PM – 3:00 PM

P3 Transportation: Programs and Initiatives

Liberty Ballroom A

Increasingly, state and local transportation agencies are considering the use of public-private partnerships in which a private entity is involved in designing, financing, constructing, operating, and maintaining a transportation facility to address transportation needs. Although P3s offer great advantages in facilitating the re-allocation of risks and rewards to deliver projects that are “win-win-win” for the government, private sector and the public at large, they also present unique complexity.

In this session we have invited senior leaders from across the country for a conversation on their office’s approach to P3 delivery. Our panelists from Maryland, Michigan, and Rhode Island will provide updates on current projects and also share an outlook for the application of the model for future programs. Included in this discussion our panelists will discuss how they assess a project’s suitability for P3, think about project feasibility and design; review qualifications of private entity partners; and analyze the adequacy of long-range maintenance plans.

Moderator

Mark Polston, Principal, WSP

Panel

Nick Donohue, Deputy Secretary of Transportation, VDOT

Shoshana M. Lew, Chief Operating Officer, Rhode Island Department of Transportation

Laura J. Mester, Chief Administrative Officer, Michigan Department of Transportation

Pete K. Rahn, Secretary of Transportation, Maryland Department of Transportation

2:00 PM – 3:00 PM

Fitting P3's to Our Water Challenges

Liberty Ballroom B

Water systems of all sizes, urban and rural, struggle today with operational and funding challenges that cannot be addressed solely with public resources. Across the country a preponderance of small to mid-size water systems are being forced to reappraise their options and priorities. And while P3's have demonstrated value in expediting project delivery, providing technology access, and transferring risk; communities across the country have been slow to adopt the model. This session considers why and explores how the private sector and partnerships fit in the context of our national water challenge. Panelists representing national water associations and federal agencies join us to discuss how partnerships and other innovations must be employed to help aging systems with budgetary constraints maintain compliance and provide safe, reliable, and affordable service to ratepayers.

Moderator

Michael Deane

Panel

Jim Gebhardt, Senior Finance Advisor, Office of Water, USEPA

Diane VanDe Hei, CEO, Association of Metropolitan Water Agencies

Adam Krantz, CEO, National Association of Clean Water Agencies

Bill Teichmiller, CEO, EJ Water Cooperative Inc, former President of Assoc. of Regional Water Organizations

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Anita Maria Thompkins, Director, Drinking Water Protection Division, Office of Ground Water and Drinking Water, U.S. EPA

2:00 PM – 3:00 PM

How To Get Ready To Procure a P3 Project

Archives Ballroom

As you look to P3 to deliver your infrastructure needs, the procurement model brings new elements to address that differ from traditional procurement. And as you explore the value of P3 and the opportunities this innovative model can create, it's important to approach your procurement in a manner that allows for your success. We'll review in this discussion the importance of advisors, technical studies and cost estimating, internal resources and decision-making framework, procurement schedule development and project management. Join us for this conversation as we consider what makes a project a viable P3 and how you can structure and run a good P3 procurement.

Moderator

Steve DeWitt, Senior Vice President, ACS Infrastructure Development, Inc.

Presenters

Deborah Brown, Vice President, Advisory Services, WSP

Richard Carlucci, Counsel, Ashurst

Craig Covil, Managing Director, Halmar International

John Dionisio, Director of Business Development, Meridiam

2:00 PM – 3:00 PM

Public Buildings 101: The What, Why, and How

Capitol Ballroom

Although the US P3 market has been dominated by transportation projects, the backlog of dilapidated public buildings is staggering. This discussion will highlight case studies and lessons learned from US P3 public building efforts as well as failed procurements. In addition, we will answer key questions, such as: What is the value proposition for a building P3?; What are the unique stakeholder concerns that must be anticipated?; How can you determine whether a building project is suitable for P3?; What can a public sector owner do to ensure a successful procurement and ultimately a successful Project; What obstacles are hindering the US P3 public building market?; How can you join the national coalition to advance public building P3s? This will be an interactive discussion led by members of the Performance Based Building Coalition with the audience, so please come, learn and participate!

Moderator

Jensen Clarke, Vice President, Fengate

Panelists

Barney Allison, Partner, Nossaman LLP

Joey Comeau, Senior Vice President, EllisDon Capital

John Fleming, VP & GM P3, Johnson Controls

Anna Shapiro, Director of Projects, DC Office of Public-Private Partnerships

2:00 PM – 3:00 PM

P3 Showcase Session – The Naval Base Point Loma Project

Monument Ballroom

The Navy is soliciting industry input regarding opportunities to redevelop Naval Base Point Loma Old Town Campus (NBPL OTC). This 70 acre facility is located just two miles from downtown San Diego in the Midway-Pacific Highway district and adjacent to the airport. This voluminous manufacturing facility was built in 1941 to produce WWII B24 Bombers. The facility is incompatible with the high-tech military cyber mission of the primary tenant, Space and Naval Warfare Systems Command (SPAWAR). A potential redevelopment offers the opportunity to provide the Navy a state-of-the-art, class A, facility, while at the same time offering significant surplus real estate for potential mixed-use development. This would most likely involve some type of public/private partnership or other structure similar to those that have occurred in other areas. The Navy has posted a Request for Interest on Federal Business Opportunities (<https://www.fbo.gov>) Solic. #: N6247318RP211. Background information can be found at: Naval Base Point Loma OTC Redevelopment (<https://go.usa.gov/xPRhk>). The Navy's recent Industry Forum in San Diego drew over 200 participants and nearly 100 companies. Join us for this session to learn more about this upcoming opportunity in San Diego.

Presenter

Greg Geisen, Facilities Plans & Revitalization, Space & Naval Warfare Systems Command, U. S. Navy

3:00 PM – 3:15 PM

Afternoon Coffee Break

Expo Hall

Sponsored by:



3:15 PM – 4:15 PM

Asset Recycling – How Would it Work Here?

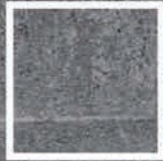
Liberty Ballroom A

In asset recycling the aim is to incentivize state and local governments to create two kinds of project pipelines. The first are user-fee-based brownfield asset (airports, highways and bridges, seaports) which need repair and refurbishment but are capable of revenue and streams that would draw interest from infrastructure investment funds and public pension funds. The second pipeline of projects are both brownfield and greenfield infrastructure that would not otherwise find support with user-fee financing—such as public buildings, rural roads and bridges, well-justified transit projects but are critical to a community's needs. This session explores successful examples of asset recycling across multiple sectors as our panelists describe their experiences and approach to better understanding this form of project development.



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Moderator

John Medina, Vice President – Senior Credit Officer, Moody's Investors Service

Panelists

Norman Dong, Managing Director, FD Stonewater

Martin Klepper, Chairman, Fengate US Infrastructure

Sia Kusha, Group Head Project Development & Partnering, Plenary Group

Tom Osborne, Executive Director – Infrastructure, IFM Investors (US), LLC

Tom Shea, Principal & Co-Founder, The Concourse Group

3:15 PM – 4:15 PM

Collaboration for Compliance and Prosperity: Federal Impact on State & Local Workforce

Liberty Ballroom B

Public Private Partnerships offer the opportunity to leverage participation by small businesses and regional employers. Federal funding participation mandates create a platform on which to build and restore infrastructure. P3s encourage private investment in public works and the local economy and inducing direct and indirect job growth.

The Federal Highway Administration has led the way in establishing the framework for DBE participation for public works involving Federal funds. Centered on the newly released "Disadvantaged Business Enterprise Program Administration and Oversight on Projects with Alternative Contracting and Procurement Methods" the panelist will share best practices supporting successful integration of the DBE program for the project, the DBE businesses, the public sponsor and the concessionaire.

Moderator

Mary Jean Pethick, Head of Surety Risk Solutions, Zurich Surety

Panel

Angela Berry-Roberson, Advocate for Corporate Diversity & Inclusion Compliance, Ferrovial Agroman

Leslie Martin, District Civil Rights Manager, VDOT

Christine Thorkildsen DBE/Contractor Compliance Program Analysis FHWA, Headquarters Civil Rights

3:15 PM – 4:15 PM

Green Streets: Partnership Models for Community Revitalization

Archives Ballroom

Partnership models can bring creative solutions to stormwater challenges and invest in green infrastructure initiatives that provide for local economic growth and improved quality of life in urban and underserved communities. Such partnerships have demonstrated an ability to help communities optimize limited resources through agreements with private parties to help build and maintain public infrastructure by leveraging public investment with private capital at estimated rates of 10:1 or higher.

This session takes a close look at the roles of stakeholders in these partnerships. Panelists will discuss how such partnerships can accelerate the rate and reduce the cost of green infrastructure, while also

providing flexibility, access to technology, and address dynamic community development trends and goals. We'll examine why the model requires a strong, long-term partnership between the municipality and the private partner; and how that leads to shared risk burden and greater accountability, by reinvesting cost savings and revenues to create a pool of funds for future projects. By incorporating community revitalization needs into the plan through a focus on green infrastructure, panelists will share why community based public-private partnerships evolve the traditional P3 contractual mechanism into a partnership that is focused on improving service, providing cost advantage, transfer risk, achieving public policy goals, and raising a community's quality of life.

Moderator

Francesca McCann, Business Development Director, infraManagment Group - Black & Veatch

Panel

Patty Bubar, Deputy Director, Department of Environmental Protection, Montgomery County

Greg Cannito, Managing Director, Corvias

Adam Ortiz, Director for the Department of the Environment, Prince George's County

Carlton M. Ray, Director, DC Clean Rivers Project, District of Columbia Water and Sewer Authority

3:15 PM – 4:15 PM

Planning for Disruptive Transportation Technologies

Capitol Ballroom

Technology innovation or disruptive technology can be supportive to infrastructure development as it can drive higher demand and help lower operating and capital costs in some transportation sectors; however, it can lower demand and increase costs in others.

Ride sharing services such as Uber and Lyft have already added to traffic congestion in congested urban areas and autonomous vehicles likely will bring greater mobility by allowing the elderly or unlicensed to travel more. On the other hand inexpensive ridesharing services have already eroded mass transit ridership and are beginning to erode parking facility revenue. However, the ability to multi-task during transport in fully autonomous vehicles also could erode the toll road value proposition and lower the premium users now pay to reduce travel times.

Infrastructure issuers and state and local governments will need to adapt to credit opportunities and challenges posed by disruptive technologies by adjusting budgets and funding mechanisms, including the use of P3s. While we are at an early state for many of these new technological forces, we are at a point where there appears to be sufficient data to make some analytical judgments. This panel will seek to provide a framework for analysts to make relative judgments of risk for future projects and discuss the role of public-private partnerships in the context of this current rapidly changing environment.

Moderator

Maria Matesanz, Senior Vice President, Moody's Investors Service

Panel

Randy Cole, Executive Director Ohio Turnpike and Infrastructure Commission

Rick Gobeille, P.E., Senior Principal, Stantec

Mariana Torres, Vice President - Primary Investments North America, John Laing

Samrat Valani, Director of Project Delivery, Transurban

Domenico Zagari, Head of Engineering, Sinelec

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Austin, Texas



Energy

Gaylord National Harbor and Marriott
National Harbor, Maryland



Affordable Housing

The View at Oglethorpe and River Pointe
Savannah, Georgia

3:15 PM – 4:15 PM

P3 for Public Safety: FirstNet from Vision to Reality

Monument Ballroom

FirstNet is America's nationwide public safety broadband network being built through a first-of-its-kind \$46 billion public-private partnership. The First Responder Network Authority, an independent entity within the U.S. Department of Commerce, has partnered with AT&T to build, operation and maintain FirstNet in all 50 states, the District of Columbia and 5 U.S. territories. FirstNet is transforming emergency communications for first responders by providing them an always-on wireless connection and enabling them to use technology to help save lives and protect communities.

In this panel, we will walk through the FirstNet journey with the First Responder Network Authority and key stakeholders. We'll review the lessons learned from the FirstNet procurement process, and how feedback from the public safety community and industry was incorporated in a unique objectives-based proposal. We'll also discuss how first responders are using FirstNet services for their lifesaving mission across the country today.

Moderator

James Mitchell, Chief of Staff, First Responder Network Authority

Panel

Michael Newburn, Advanced Solutions Team, AT&T FirstNet

Marty Williams, Government Affairs, American Public Works Association

4:30 PM – 5:30 PM

Commercial Considerations in Federal Resiliency P3s

Liberty Ballroom A

This session will focus on the commercial requirements for Resiliency P3's on Federal facilities. We will explore the following topics:

- examples of government initiatives targeted at resiliency P3's
- the private sector's interest in developing P3's for Federal clients
- potential for value creation in a resiliency project and how such benefits can be monetized under P3 to offset costs of implementation
- challenges associated with financing Federal government P3's
- the need to introduce lower cost debt into the capital stack and lender threshold requirements to support low cost debt financing

The panel will explore potential approaches to balancing these needs in a commercial setting and will discuss areas that the private sector and the government can work together to find solutions.

Moderator

Tim McGarrity, Managing Director, JLL

Panel

Peter Flynn, EVP, Bostonia Partners

Dinesh Mehta, Manager; Loan Programs Office, U.S. Department of Energy

Brian Oakley, Senior Vice President, Scully Capital Services

Ashley Sadorra, Energy Program Administrator, United States Air Force Office of Energy Assurance

4:30 PM – 5:30 PM

What Does a Successful P3 Look Like Today? Understanding Different P3 Project Delivery Approaches
Liberty Ballroom B

This panel will explore the ingredients for success based on selected criteria (participants, risk allocation, performance, schedule and funding/financing) of innovative project delivery approaches. Our panelists will discuss how elements in P3 contracts and planning specifically helped expedite schedules, reduce costs, bridge funding gaps and insure long term asset management. We will look closely at and compare different successful P3 structures and projects including:

- A Design-Build-Finance-Operate approach with availability payments
- A Design-Build-Finance-Operate with revenue risk on
- A Design-Build-Operate approach – with guaranteed price, schedule & long-term performance

Moderator

Christopher Kane, P.E., Esq., formerly Vice President and Head of Integrated Project Delivery, AECOM

Panel

Wim Verdouw, Senior Manager, IMG Rebel

Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

4:30 PM – 5:30 PM

Thinking Small – Delivering Projects Under \$100mm
Archives Ballroom

Small and medium size project owners can equally benefit the public private partnership model, but have they been left out of the P3 market? What are the key success factors that go into delivering projects under \$100mm. This session will explore the tools and financing options available to smaller project owners as they evaluate, plan and execute a successful P3 project. Whether upgrading an existing facility, building a new facility or planning for anticipated growth, we review project examples and success factors key to delivering winning projects.

Moderator

Claudio Andreetta, Director, Business Development, Public-Private Partnerships, Johnson Controls

Panel

Greg Cannito, Managing Director, Corvias

Tad W. Guleserian, Executive Vice President, Hunt Companies

David Horner, Partner, Hunton Andrews Kurth LLP

Bryan Kendro, Vice President of Project Development, Star America



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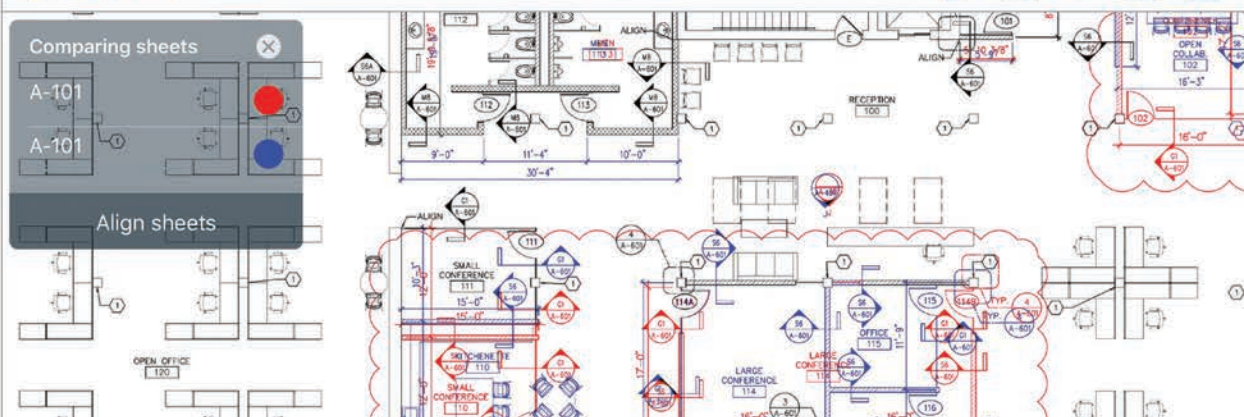
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4:30 PM – 5:30 PM

P3's and Smart City Planning

Capitol Ballroom

While the long envisioned cities of tomorrow still remain a distance away, we are in a time that fast-changing technologies are beginning to converge and link traditionally isolated public assets in unexpected ways that stand to improve quality of life, sustainability and economic competitiveness. We look at some of these projects and consider the role and opportunity for public-private partnerships to harness and apply technological disruptions to local government services, public spaces, buildings, and advance the public good. In this panel discussion we look at multi-modal transit systems projects, street lighting initiatives, self-sustaining energy grids designs, and other examples of smart projects and the challenges, complexities, and opportunities represented with each.

Presenters

Sam Beydoun, Deputy Secretary, Illinois Department of Transportation

Edward Fanter, Infrastructure & Capital Projects, Deloitte Advisory

Gail Lewis, Director, Office of P3 Initiatives and Int'l Affairs, Arizona Department of Transportation

Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships

5:30 PM – 7:00 PM

Opening Night Welcome Reception

Expo Hall

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7:00 AM – 8:00 AM

Networking Breakfast

Expo Hall

Breakfast Courtesy of Our 2018 Co-Chair Sponsor:



8:00 AM – 9:00 AM

The P3 Coalition – Industry Unites to Promote Pro-P3 Policies on the Hill and with the Administration

Liberty Ballroom A

Join leading voices in the industry as we discuss prospects for infrastructure policies that can help State and Local governments build using P3. Our conversation will focus on current and future legislation in Congress, and consider initiatives likely to be carried forward by the current Administration.

Moderator

Marshall Macomber, President, Think P3; Senior Policy Advisor, AIAI

Panel

Rich Juliano, Senior Vice President, ARTBA

Steve Hall, Senior Vice President Advocacy and External Affairs, ACEC

Ed Mortimer, Vice President of Transportation and Infrastructure, U.S. Chamber of Commerce

Sean O'Neill, Vice President, Congressional Relations & Infrastructure, Associated General Contractors

8:00 AM – 9:00 AM

Applying Design-Build Best Practices to P3 Project Delivery

Liberty Ballroom B

This panel presentation discusses the intersection of current design-build practices and how they should be adapted for a P3 project. With a collaborative delivery inherently embedded in almost any P3 approach, mastering the design-build learning curve is fundamental to successfully implementing P3 projects. We will be identifying key issues and risk transfer considerations unique to design-build delivery followed by an interactive discussion addressing key implementation issues. For example: what are the preparation steps needed for an to implement a P3 project without prior hands-on design-build experience? How does the fixed price design-build approach translate to a P3 procurement, particularly in relation to prescriptive- versus performance-based requirements? Is there a progressive design-build option within the P3 framework? How does the risk transfer and securitization of existing DBO models compare to typical P3 practice? And, lastly, how can commissioning approaches and acceptance metrics for design-build and DBO projects be applied in a P3 environment?

Moderator

Linda Hanifin Bonner, Ph.D, Executive Operations Manager, Water Design-Build Council



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Panel

Patrick Brooks, P.E., Sr. Vice President, Parsons
David Kinchen, Global Practice Leader, Burns & McDonnell

8:00 AM – 9:00 AM

Top 10 Issues When Procuring a P3...

Archives Ballroom

What are the top 10 issues you should make sure you address when procuring a P3? Hear from this panel of public sector and private sector advisors with hands-on experience about P3 procurement Best Practices and Lessons Learned. Panelists will provide guidance on how to navigate the procurement process and identify actions you can take to anticipate issues and achieve resolution so that your P3 procurement will be successful.

Moderator

Sallye Perrin, Senior Vice President, WSP

Panel

Bruce Allender, Chief Operating Officer, infraManagement Group [a subsidiary of Black & Veatch]
Ed Crooks, Infrastructure Advisor
John Dionisio, Business Development Director, North America, Meridiam
Dr. Morteza Farajian, Director, Office of Public-Private Partnerships, Virginia Department of Transportation
Seth Miller Gabriel

8:00 AM – 9:00 AM

Understanding Environmental Impact Bonds

Capitol Ballroom

Municipalities across the United States are grappling with how to address huge infrastructure investment needs with limited budget. This session will explore a new twist on an old tool: municipal bonds. Environmental Impact Bonds add a performance component to municipal bonding and borrowing, allowing cities to share risk of project failure with private investors while also incentivizing project stakeholders toward successful outcomes. Our panel will include perspectives from cities that are currently developing Environmental Impact Bonds for green infrastructure and resilience investments. Panelists will discuss why their city has taken this new approach and what they're learning along the way.

Moderator

Eric Letsinger, CEO, Quantified Ventures

Panel

Mohamed Balla, Deputy Commissioner, Department of Watershed Management, City of Atlanta
Troy Brogden, CFO - Department of Public Works, City of Baltimore

9:15 AM – 10:15 AM

Incentivizing Alternative Procurement at Our Nation's Airports

Liberty Ballroom A

This panel will discuss airport assets that could benefit from using a PPP approach to attract investment and support infrastructure needs. How do you determine the models best suited to deliver those projects? Discussions topics will include approaches on how to drive best value for the airport across all the stakeholders interests, from regulators and agencies to local government as well as those using the airport. The panel will also examine key interface issues and regulatory issues facing that need to be addressed at both Federal and State level.

Moderator

Gregory V. Johnson, Partner, Squire Patton Boggs

Panel

Lorraine Herson-Jones, Manager, Compliance Division, Office of Airports, Federal Aviation Administration
 Martin Klepper, Chairman, Fengate US Infrastructure
 Luis Pallazi, Managing Director, ACCIONA Infrastructure USA
 Karl Reichelt, Senior Managing Director & global P3 Lead, AECOM

9:15 AM – 10:15 AM

Project Bundling – Structure and Reasons Why

Liberty Ballroom B

P3 bundling is becoming an attractive option for project owners to bring private capital and the benefits of the P3 model to smaller assets. When bundled into a single, larger procurement, a beneficial P3 structure can be implemented to address a group of similar assets across multiple sites, an assortment of different assets at a single site, or different assets across multiple sites. P3 project bundling represents in many cases an opportunity to get more infrastructure built quicker, on budget, and with a higher degree of risk transfer. Multiple sectors, including transportation, public buildings, military housing, and water stand to benefit significantly from an expansion of this model. We'll discuss how government can help maximize success by ensuring private and public sector interests are aligned to deliver quality infrastructure that meets the long-term needs of its communities. Drawing on the expertise of market participants, the panel will review trends in bundling of infrastructure assets and review conditions for successful bundling – with specific considerations to be made to project sizes, concession length, geography, counter-party quality, and sector class.

Moderator

Steven Paquette, President of U.S. Water and Environment Practice, WSP

Panel

Scott Boardman, Executive Director, West Coast Infrastructure Exchange
 Seth Brown, Founder and Principal, Storm and Stream Solutions, LLC
 Matt Girard, Group Head – Civil Division, Plenary
 Marnin Lebovits, WIFIA Program, U.S. Environmental Protection Agency

USING P3S TO SOLVE PUBLIC SECTOR OCCUPANCY CHALLENGES

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9:15 AM – 10:15 AM

Highway Right-of-Way: P3 Applications

Archives Ballroom

New infrastructure is not always the end-goal for the public-sector, and in some cases, may run counter to local goals. In such cases, P3s can also be a valuable tool for states and localities looking to repair or upgrade existing infrastructure assets (brownfield projects). Generally, these P3 approaches involve some combination of design, construction, financing, operations or maintenance. The Federal Highway Administration estimated in 2010 that the United States has over 4-million miles of roadways. As the P3 market in the U.S. expands, the use of highway right-of-way (ROW) to accommodate broadband, renewable energy technologies, and brownfields development presents enormous opportunities. This panel session looks carefully at some of those possibilities.

Moderator

James S. Simpson, Chairman, Victory Worldwide Transportation, Inc.

Panel

Richard Herlich, Executive Director O&M, Fluor Enterprises

Gail Lewis, Director, Office of P3 Initiatives and International, Arizona Department of Transportation

Mike D. Parker, US Infrastructure Advisory Leader, Ernst & Young Infrastructure Advisors, LLC

9:15 AM – 10:15 AM

Financing 101 - Understanding Funding vs Financing and Everything in Between

Capitol Ballroom

This session will introduce fundamental financial topics related to public-private partnerships. We also review how public-private partnership financing models are evolving and how a traditional project finance program compares to other P3 tools, such as concession agreements, that are more common in other sectors. Lastly we examine which P3 structure works best for a specific project or to meet the specific goals of an agency, delving into how each structure impacts the project viability, the return to the agency; and credit profiles and balance sheet.

Moderator

Alistair Sawers, VP & Head of P3 Advisory, TranSystems

Panel

Jay Brown, Managing Director, Alvarez & Marsal

Benjamin N. Djiounas, Executive Director and Head of P3 and Project Finance, J.P. Morgan

George Spakouris, Managing Director, KPMG

Lindsay Taylor, Senior Associate, Meridiam

9:15 AM – 10:15 AM

Owner's Panel – Let's Get Social

Monument Ballroom

Join a panel of owners in a candid conversation on their experiences with P3's. Panelists will share insights into the procurement process from the owner's perspective and discuss lessons learned from

their recent projects. In this session we'll also explore the challenges and opportunities owners face today when bringing infrastructure projects to market using alternative project delivery methods.

Moderator

Seth Miller Gabriel

Panel

Sam Beydoun, Deputy Secretary, Illinois Department of Transportation

Gail Lewis, Director, Office of P3 Initiatives and International, Arizona Department of Transportation

Shawn Matlock, Director of Capital Programs, Prince George's County Public Schools

10:15 AM – 10:30 AM

Morning Networking Break

Expo Hall

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10:30 AM – 11:30 AM

The Outlook for P3 Transportation Projects

Liberty Ballroom A

Join us for this important conversation on the role of public-private partnerships in transportation, current trends in project delivery, and an outlook for 2019.

Presenters

Jim Ray, U.S. DOT

James S. Simpson, Chairman, Victory Worldwide Transportation, Inc.

Jim Tymon, Executive Director, AASHTO

10:30 AM – 11:30 AM

Howard County Courthouse - A Closer Look

Liberty Ballroom B

How did Howard County come to decide on the P3 model for the replacement of its 170-year old courthouse? In this session representatives from the project will join us to share details about the Courthouse and discuss which elements of the P3 model were critical in the decision: including risk sharing and transfer, predictable costs, efficiency gains, guaranteed performance, and more.

Moderator

Eric S. Petersen, Partner, Hawkins Delafield & Wood LLP

Panel

Brian Dugan, Managing Director, Edgemoor Infrastructure & Real Estate
 Nikki Griffith, Bureau Chief for Debt Management, Howard County, Maryland
 Marcel Ham, Principal, IMG Rebel

10:30 AM – 11:30 AM

Federal Trends in Funding and Financing for the Water Sector

Archives Ballroom

Today federal funding in the water sector accounts for roughly 9% of all annual capital investment - which is a dramatic drop from a 63% share forty years ago. In the absence of federal funding and increasing costs of borrowing, non-traditional finance tools are emerging and, in many cases, emulating programs that have worked for other asset classes. Federal programs including WIFIA are seeing increased demand; defense programs such as Utilities Privatization are growing; and policies to attract more private capital to invest in water are gaining traction. Each of these ideals – and future opportunities for private financing in the water sector – will be discussed as part of this panel. This panel will also explore trends in the market following the passage of America's Water Infrastructure Act of 2018 this year.

Moderator

Judson M. Greif, Partner, Greenfield Government Strategies

Panel

Jorianne Jernberg, Director, WIFIA Program U.S. Environmental Protection Agency
 G. Tracy Mehan III, Executive Director, Government Affairs, American Water Works Association
 Steve Curtis, Vice President of Operations, American Water Military Services Group
 David Seltzer, Principal and Co-founder, Mercator Advisors

10:30 AM – 11:30 AM

Moving Transit P3s Forward

Capitol Ballroom

Transit P3s represent a unique set of challenges and opportunities for public owners considering them. This session will involve the review of current U.S. transit P3 projects and discuss key recommendations and considerations for public agencies to improve applicability of P3s in this sector. The panel will touch on the role of Federal oversight requirements in transit projects. As well, it will address some of the tough topics surrounding P3s, such as: How should the payment mechanism be structured in a transit deal? What are key construction interface risks in transit and how should they be allocated? What are some of the concerns surrounding the commissioning process to keep in mind during the procurement development?

Moderator

John Smolen, Partner, Nossaman LLP

Panel

Jeff Ensor, Director of Project Delivery and Finance, Maryland Transit Administration
 David E. Gloss, Vice President, BMO Capital Markets
 Jodie Misiak, Assistant Vice President, WSP

10:30 AM – 11:30 AM

Satisfying Public-Private Partnership Insurance Requirements

Monument Ballroom

Insurance is critical to the financing and de-risking of public-private partnerships. The session explores the insurance issues associated with P3s and how they may be addressed to balance bankability and affordability. The panel will further look into some of the major differences in coverages used on European versus U.S. projects; and explore which of these coverages are becoming more common on U.S. P3 projects and what obstacles to implementation still exist.

Moderator

John Buttarazzi, Adjunct Professor, Georgetown University

Panel

Naresh Dade, Partner, JLT

Partha Niyogi, Risk Manager, Bechtel

Michael E. Pikiel, Partner, Winston & Strawn LLP

11:45 AM – 12:15 PM

Prospects for P3: The probable impact of the midterm elections on federal infrastructure initiatives

Liberty Ballroom A



In her keynote, Jill Jamieson will take a closer look at the role of infrastructure in the recent midterm elections and what we might expect in terms of federal initiatives with the Democrats taking control of the House of Representatives. The discussion will also compare and contrast the Trump Infrastructure Plan with those favored by Democrats with an eye towards identifying areas of overlap and commonality.

Keynote Address by Jill Jamieson, Managing Director, JLL Public Institutions

12:15 PM – 1:15 PM

Networking Lunch

Expo Hall

Sponsored by:

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1:15 PM – 2:15 PM

Private to Public to Public-Private: Future Models for Transit Delivery

Liberty Ballroom A

Almost 100 years ago, private transit companies began to face competition from the private auto. Now with Uber and Lyft offering new choices to transit customers, history may be repeating itself. Will the

disruption facing rail transit swing the pendulum back to the private sector? Will new opportunities become available for P3s in rail? Our expert panelists offer their views on rail transit's outlook and predictions for the future of P3s in the sector.

Moderator

Marshall Macomber, President, Think P3; Senior Policy Advisor, AIAI

Panel

Joseph Aiello, Senior Fellow, Meridiam

Jenny C. Barket, Principal Consultant, WSP

Andrew Herring, Partner, Squire Patton Boggs

Mike Schneider, Managing Principal, Infrastrategies

1:15 PM – 2:15 PM

Deconstructing P3s: Lifting the Hood and Taking the Engine Apart

Liberty Ballroom B

Over the past decade, the easy-to-say and innovative-sounding 'P3' acronym has been central to raising awareness in the US of non-traditional ways to improve public infrastructure delivery and performance. The underlying term 'public-private partnership' has evolved to cover a vast range of non-traditional approaches and transaction forms. But as we move beyond awareness and into actual decision-making and implementation, there's increasing recognition that broad descriptions and general statements about value are not enough. It's time to lift the hood and take the P3 engine apart.

This panel explores ways to deconstruct and demystify P3s by considering their easier-to-understand parts: functional components, development and implementation steps, accessible analytical concepts and more precise definitions. Deconstruction sets the stage to 'reassemble' valuable parts into P3s that can be characterized as customized solutions tailored to the specific needs of each project – something that's likely to be especially relevant in the emerging 2019 legislative landscape.

Moderator

Michael Patella, Senior Advisor, Water Infrastructure and Resiliency Finance Center Office of Water, EPA

Panel

Stephen J. Auton-Smith, Managing Director, Ernst & Young Infrastructure Advisors LLC

Ed Crooks, Senior Independent Advisor

Marcel Ham, Principal, IMG Rebel

Jennifer Hara, Director, PPP Services, The Institute for Public-Private Partnerships, A Tetra Tech Company

1:15 PM – 2:15 PM

Seizing Upon Opportunity Zones and Creating Value

Archives Ballroom

Join a discussion on the Opportunity Zones Program, created by the Tax Cuts and Jobs Act of 2017. This program has the ability to incentivize the investment of billions of dollars into infrastructure in the United States. Our panelists will answer key questions including: What is the impact on cost of funds? What does an opportunity zone project look like? How will it work within the P3 model, what are the benefits. and how can it impact the need to restore infrastructure for underserved communities?

Moderator

Jack Callahan, Partner, Construction Industry Lead, CohnReznick

Panel

Thomas Nice, Partner, CohnReznick

Hasoni Pratts, Manager, Empire State Development

Ken Silverberg, Partner, Nixon Peabody

Danielle Rinsler, Deputy Director, Office of Outreach & Project Development, Build America Bureau

1:15 PM – 2:15 PM

UAS: A New Field for Public-Private Partnerships

Capitol Ballroom

From the FAA's UAS Integration Pilot Program, to Uber's annual Elevate Conference, to this year's 2018 Farnborough exhibition, the prospect of low altitude electrified aircraft has rattled the aviation and aerospace industries, with the rapid proliferation of drones in our skies and nearly every major vehicle manufacturer developing or testing new aircrafts that leverage low-noise, low-emissions electrification that suit the needs of increasingly dynamic air traffic demand patterns. One of the most disruptive and promising trends in transportation innovation, these new forms of aircraft offer a multitude of potential benefits to the transportation and aviation industries from a consumer, operational, and environmental perspective. These new aircraft provide an opportunity for iterative learning about new resource deployment, technology integration, and innovative public-private program opportunities for industry advancement, while unlocking short term, long-term, and interim revenue generation and cost savings opportunities. This session will explore the role of the government, academia, and the private sector in fostering and supporting innovation in the emerging industry of low altitude aviation, focusing on the experience of one of the USDOT/FAA Integration Pilot Program sites, Choctaw Nation.

Moderator

Adrienne Lindgren, Service Area Manager, Aerial Innovation & Urban Aviation, Advisory Services, WSP

Panel

Anthony Dillard, Choctaw Council Member, Choctaw Nation

Lisa Ellman, Partner, Hogan Lovells

James Grimsley, Founder and President/CEO, DII

Dr. Jamey Jacob, Ray & Linda Baker Professor of Mechanical and Aerospace, Oklahoma State University

2:30 PM – 3:30 PM

How States and Cities Can Expand Their Infrastructure Delivery in Light of a Reduced Federal Role?

Liberty Ballroom A

What are the options for municipalities, states, and other public sector entities facing critical infrastructure needs? This session draws on lessons learned to explore financing solutions to infrastructure needs for which Federal funding is uncertain or unavailable. Drawing on their experience, representatives from public and private sector project sponsors, advisory firms, and banks will discuss situations where a Federal role is most appropriate and those where it is not, the role of P3 in financing infrastructure with and without Federal funding, and financing approaches that have been successful internationally.

Moderator

Jon Godsmark, Senior Vice President, Ernst & Young Infrastructure Advisors, LLC
 Leslie M. Jacomino, Associate, Winston & Strawn LLP
 Allison Larr, Associate, Citibank
 Katayoun Sadeghi, Investment Director, AECOM Capital

2:30 PM – 3:30 PM

Local Green Shoots: P3s at the City Level

Liberty Ballroom B

With many cities considering their own entities, passing legislation, and developing projects, this panel discusses new approaches being taken at the municipal level. What types of projects are they taking on? What can states and the Federal governments do to help? In this session our panelists explore these questions in the context of several current projects, ranging from civil and social infrastructure to innovative technology.

Moderator

Jason Klumb, Attorney

Panel

Jill Jamieson, Managing Director, JLL
 Kathryn Roos, Interim Director, DC Office of Public-Private Partnerships
 Troy Schulte, City Manager, City of Kansas City, Missouri

2:30 PM – 3:30 PM

Federal Personnel Roundtable

Monument Ballroom

This is a roundtable for Federal personnel involved with or interested in the policy aspects and programmatic implementation of alternative approaches for US public infrastructure, including public-private partnerships. Participation will be limited to current federal personnel only in order to provide an open-ended forum for free discussion and exchange of ideas about P3s within and across federal agencies. Discussion topics will include what agencies are working on, what each agency's barriers to entry are, and where some interagency synergies might exist. Participants will seek to identify other agencies with issues similar to their own and discuss the development of solutions and best practices. Participants are encouraged to bring ideas, questions, suggestions and stories to share with fellow federal employees.

3:30 PM – 4:30 PM

P3 Questions and Answers Discussion Session - What are the Next Steps. Where to Go from Here?

Liberty Ballroom A

Join industry leaders and AIAI members for an interactive conversation specifically tailored to audience questions and answers about P3s. Attendees will have the opportunity to submit questions in advance and also join in the discussion of the benefits, values, and applications of P3s in an open dialogue.

Moderator

Steve DeWitt, Senior Vice President, ACS Infrastructure Development, Inc.

Panel

Tad W. Guleserian, Executive Vice President, Hunt Companies

Adam Hesketh, VP Development, North America, Transurban

Bryan Kendro, Vice President of Project Development, Star America

Melanie Vander Valk, VP P3 Concessions, Halmar International

4:30 PM

Conference Ends

Sponsor and Exhibitor Information



The Association for the Improvement of American Infrastructure is a non-profit, action-driven, member-led organization comprised of respected industry leaders committed to strengthening American infrastructure through Public-Private Partnerships. AIAI is the one organization with the ability to represent and promote the P3 industry, because AIAI members ARE the industry – leaders from a broad range of disciplines, including construction engineering, legal, finance, operations, logistics, legislation, public policy, academia, maintenance, planning and design. Built upon a foundation of extensive experience and knowledge, AIAI serves as a national proponent to facilitate education, raise awareness and develop legislation through targeted advocacy. AIAI is dedicated to moving P3s forward.

Lisa Buglione

Director of Operations and Development

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Elaine Finn

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CBRE's Public Institutions and Education Solutions Group (PIES), based in Washington, DC, is a national division of the company that provides real estate services to federal, state, county, city and educational institutions.

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Executive Vice President, Public Institutions & Education Solutions

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DBIA represents the entire design and construction industry. As an institute, our primary objective is to provide education, training, networking and support to all players involved in the design and construction industry. Members span the entire spectrum of design and construction professionals, including architects, engineers, specialty contractors, owners, consultants, lawyers, business development professionals, students and teachers. Non-members are also welcome to participate in courses, conferences and in earning their certification. In addition to the DBIA headquarters in Washington, D.C., a network of 14 Regions work collaboratively to deliver products and services to members and customers.

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Ernst & Young Infrastructure Advisors, LLC (EYIA) advises clients on financial, procurement, strategic and public-private partnerships (PPP) issues for large-scale infrastructure projects and programs. We provide support from the earliest stages of analysis, from project evaluation to procurement, financial close, construction and operations. We can assist our clients in devising and comparing financial plans and delivery approaches for projects that involve public, federal or private financing, project revenues and/or grants — and provide support to our clients in their implementation of those plans.

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Amy Holmes

Director, Marketing and Communications

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Melanie Vander Valk

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JLL's robust Public Institutions practice has a successful track record delivering solutions to 200+ public sector entities. Government entities require a partner that understands the challenges and complexities you face. Many from our dedicated public institutions team are former government employees. JLL can help structure public private partnerships by sharing the risk and financial burden of necessary projects. From strategy and facilities management to transactions and project management, JLL brings public sector entities the perspective and expertise to turn a real estate portfolio into a collection of working assets that meet requirements while reducing costs, generating revenues and increasing productivity.

Barry Scribner

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Mina Shin

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The firm's project experience ranges from mega P3 projects (including I-4 Ultimate-Orlando, Colorado Central 70 – Denver, Mobile River Bridge – Alabama) to more traditional state Department of Transportation projects, including Local Agency Project pass thru to municipalities. Additionally, their experience spans a variety of funding types (including ARRA, TIGER, LAP, FDOT, FHWA, DEP, FRA, FTA).

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The Performance Based Building Coalition's (PBBC) mission is to facilitate the use of private investment in the construction, renovation, and replacement of our nation's aging and dilapidated public buildings, which includes, among other things, schools, courthouses, city halls, civic centers, and correctional facilities. The PBBC believes that public-private partnerships (PPPs) are an innovative and cost effective solution for cities and localities to replace and renovate U.S. public buildings.

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Strategic Partnerships, Inc. (SPI) is a unique and highly specialized firm that partners public officials and private sector companies. The firm offers services that include government affairs, business development, procurement consulting, strategy, communications outreach and customized research. SPI works with clients throughout the country. SPI was founded by Mary Scott Nabers, a former statewide elected official with an unparalleled understanding of government. Mary is a recognized P3 expert and the author of *Collaboration Nation – How Public-Private Ventures Are Revolutionizing the Business of Government* and *Inside The Infrastructure Revolution – A Roadmap For Rebuilding America*.

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Transurban has connected communities since 1996. From Melbourne's CityLink to Sydney's Lane Cove Tunnel and Brisbane's Go Between Bridge to Virginia's 95 Express Lanes, our roads make travel safer, faster and smarter. We deliver more than asphalt. We're a world-leading organisation, and we go beyond traditional engineering to invent and incorporate new technologies and smarter solutions. Our roads can detect incidents on their own. They can keep drivers safe and traffic flowing 60 metres underground. They can even control lanes and set speed limits, in real-time, based on live conditions. Our environment is always evolving. To stay ahead – to shape the future of transport before it happens – we work intelligently, sustainably and collaboratively. We deliver for our customers. And in doing so, we make our communities stronger.

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The US Forest Service, American Forests and the National Association of Regional Councils created Vibrant Cities Lab to help city managers, policymakers and advocates build thriving urban forest programs. A city's green infrastructure — trees, vegetation and water — is just as important as its roads, pipes and power lines. Decades of research shows that our urban forests deliver measurable economic benefits, reduce strain on hard infrastructure and improve people's health and quality of life. Urban forests are economical and effective. Vibrant Cities Lab is a joint project of the U.S. Forest Service, American Forests and the National Association of Regional Councils, merging the latest research with best practices for implementing green infrastructure projects in your community.

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The mission of Young Professionals in Infrastructure (YPI) is to transform the future of US infrastructure by inspiring and supporting young professionals. The organization accomplishes this mission through three pillars: (I) increasing knowledge transfer and information sharing within the industry; (II) cultivating fun and meaningful relationships among professionals across sectors and disciplines; and (III) promoting the awareness and utilization of the public-private partnerships and alternative delivery methods.

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Schedule-at-a-Glance

Tuesday, November 27, 2018

7:00 AM – 9:00 AM	Registration, Coffee, Check-In, and Exhibitor Set-Up <i>Liberty Ballroom Foyer</i> Sponsored by: Halmar International				
7:30 AM – 9:00 AM	P3 101 Breakfast (Open to Public Sector Representatives Only) <i>Liberty Ballroom B</i> Sponsored by: AIAI				
9:00 AM – 10:15 AM	Conference Opening: Keynote Conversation with DJ Gribbin <i>Liberty Ballroom A</i>				
10:15 AM – 10:45 AM	Asset Recycling in America: Ambassador Joe Hockey <i>Liberty Ballroom A</i>				
10:45 AM – 11:15 AM	Morning Networking Break <i>Expo Hall</i> Sponsored by: Goldman Sachs PlanGrid				
	Archives	Capitol	Monument	Expo Hall	
11:15 AM – 12:30 PM	Workshop: How Do P3s and Private Project Financings Impact Credit?	Workshop: Innovative Ways to Avoid Construction Disputes	Workshop: Microgrids for Public Facilities	P3 Roundtable Discussions	
12:30 PM – 2:00 PM	Networking Lunch <i>Expo Hall</i> Sponsored by WSP				
12:45 PM – 1:45 PM	Working Lunch Conversation: Move P3s Forward – The Power of an Industry Voice <i>Independence Ballroom B</i>				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
2:00 PM – 3:00 PM	P3 Transportation Initiatives	Fitting P3's to Our Water Challenges	Getting Ready to Procure a P3 Project	Public Buildings 101: What, Why, & How	Naval Base Point Loma Project
3:00 PM – 3:15 PM	Afternoon Coffee Break <i>Expo Hall</i> Sponsored by: JLL Strategic Partnerships				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
3:15 PM – 4:15 PM	Asset Recycling: Can It Work Here?	Collaboration for Compliance and Prosperity: Federal Impact on State & Local Workforce	Green Streets – Partnership Models for Community Revitalization	Planning for Disruptive Transportation Technologies	P3 for Public Safety: FirstNet from Vision to Reality
4:30 PM – 5:30 PM	Considerations in Federal Resiliency P3's	What Does a Successful P3 Look Like Today?	Thinking Small – Delivering Projects Under \$100mm	P3's and Smart City Planning	
5:30 PM – 7:00 PM	Opening Night Welcome Reception <i>Expo Hall</i> Sponsored by: Becker CBRE Hunt Companies Transurban				

Schedule-at-a-Glance

Wednesday, November 28, 2018

7:00 AM – 8:00 AM	Networking Breakfast <i>Expo Hall</i> Sponsored by: Halmar International				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
8:00 AM – 9:00 AM	Promoting Pro-P3 Policies on the Hill and with the Administration	Applying Design-Build Best Practices to P3 Project Delivery	Top 10 Issues When Procuring a P3	Understanding Environmental Impact Bonds	
9:15 AM – 10:15 AM	Incentivizing Alternative Procurement at Our Nation's Airports	Project Bundling – Structure and Reasons Why	P3 Highway Right of Way	Finance 101: Understanding Funding vs. Financing	Owners Panel – Let's Get Social
10:15 AM – 10:30 AM	Morning Networking Coffee Break <i>Expo Hall</i> Sponsored by: Armand EY				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
10:30 AM – 11:30 AM	The Outlook for P3 Transportation	Howard County Courthouse	Federal Trends in Funding and Financing for the Water Sector	Moving Transit P3s Forward	Satisfying P3 Insurance Requirements
11:45 AM – 12:15 PM	Keynote Address by Jill Jamieson: <i>Post Midterm - What Stands to Change?</i> <i>Liberty Ballroom A</i>				
12:15 PM – 1:15 PM	Networking Lunch <i>Expo Hall</i> Sponsored by: Fengate				
	Liberty Ballroom A	Liberty Ballroom B	Archives	Capitol	Monument
1:15 PM – 2:15 PM	Private to Public to Public-Private: Future Models for Transit Delivery	Deconstructing P3s: Lifting the Hood and Taking the Engine Apart	Seizing Upon Opportunity Zones to and Creating Value	UAS: A New Field for Public-Private Partnerships	
2:30 PM – 3:30 PM	How States and Cities Can Expand Infrastructure in Light of a Reduced Federal Role?	Local Green Shoots: P3s at the City Level	Federal Personnel Roundtable Discussion		
3:30 PM – 4:30 PM	P3 Questions & Answers: What are Next Steps? Where to Go from Here? <i>Liberty Ballroom A</i>				
4:30 PM	Conference Ends				

TOGETHER, AIAI MEMBERS AND SENIOR
OFFICIALS SHARE MARKET INSIGHTS AND
DEVELOP BEST PRACTICES.

TOGETHER, WE MOVE P3s FORWARD.



Jim Ray, USDOT leads a conversation
on the Federal impact on Public Private
Partnerships at the AIAI Annual Members
Meeting in NYC in October 2018.

AIAI

Association for the Improvement
of American Infrastructure

AIAI is a not-for-profit, action-driven, member-led organization made
up of the leading minds from across industries, solely dedicated to
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