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DECEMBER 9 - 11, 2020 • VIRTUAL CONFERENCE



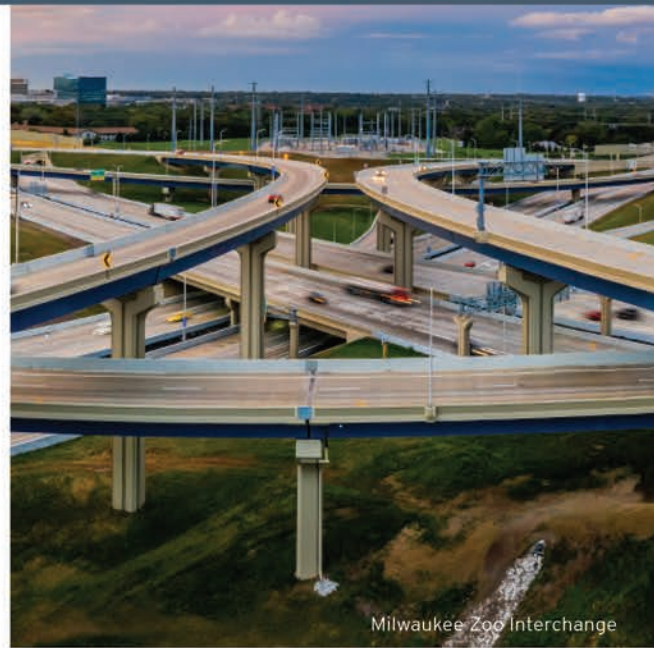
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# Welcome

Welcome! We are pleased to have you join us for this week's Conference.

Center stage in this year's program is how public agencies leaders are responding to the unprecedented set of challenges created by COVID-19. Across the nation, local, state, and federal agencies with their industry partners are working tirelessly and thoughtfully to ensure the safety and well-being of their communities, and finding innovative ways to support the maintenance and development of vital public infrastructure. This year we have invited over 200 public sector representatives, community leaders, policy makers, and project stakeholders to share recent experiences and discuss successful operational and capital planning strategies during a time of economic strain, uncertainty, limited resources, and rapidly evolving public health conditions.

This year's program explores options for moving critical projects forward during this time. Over the next three days you will find a program that examines how project owners are addressing some of their most significant capital improvement obstacles in many generations. Through panels, presentations, and keynotes, our agenda explores the use of different project delivery models, as well as financing solutions, procurement methodologies, and best practices to build, upgrade, maintain, and operate transportation, water, transit, energy, broadband, public building, and other social infrastructure projects.

The 2020 program features a wealth of experienced public sector and industry expertise. The local, state, and federal agency representatives, community leaders, development professionals, and design-build experts, along with public works managers and operators, who are joining us will help us all better understand current challenges faced by government agencies at all levels. Additionally, we will learn what is working well during our national crisis, and what has been reprioritized; and current thoughts on the role partnership plays in successful project delivery, operations and maintenance.

We encourage you to take advantage of the many opportunities available this week to connect with others and let new partnerships grow. You will find many attending share similar project development concerns and capital improvement obstacles; and others who found viable solutions willing to share what they did. Be sure to take advantage of the video networking features incorporated into the conference to connect with presenters after their sessions, and network and learn. The virtual Conference allows you to be social. You can identify and directly message anyone on the platform; and for the first time have face to face discussions with attendees, exhibitors, and speakers participating in this year's event.

Thank you for joining us. And a special thank you to our speakers, sponsors, and event partners. While there is never a true substitute for coming together in person, we are humbled to be able to bring so many voices together in a manner that is safe for all. We do hope that the next few days are a unique and rewarding experience where we can all learn and connect with each other.

We look forward to seeing everyone safely again soon.

Sincerely,  
The P3 Government Conference Team

# Event Details

## Conference Overview

This year's agenda highlights innovative development approaches available to public agencies under increasing pressure to cope with aging infrastructure and changing community needs. Through a series of keynotes, panels, and diverse networking opportunities; the program examines different delivery models, financing solutions, procurement methodologies, and best practices that owners are taking to build, maintain, and operate public facilities.

## Sessions

All sessions will be streamed live according to the schedule in this program. Sessions in this year's program will also be recorded and available for view on demand. Please add sessions to your briefcase for later viewing. Real time questions can be typed into any live session chat window.

## Virtual Expo Hall

We will host exhibitors sharing information about their organizations, products, programs, and services.

Each day we will have daily breaks dedicated to networking and connecting with our exhibitors.

The virtual exhibit hall will be open during all hours of the Conference, and we invite you to spend some of your time and talk with our exhibitors, as well as meet with some of our presenters, panelists, sponsors, and event partners.

## How to Login to the Virtual Conference

Please login to the event through the virtual event portal here:

<https://accessintel.6connex.com/event/P3CEvents/virtual2/login>

Your login name is your email address. No password is necessary.

## Navigating the Virtual Floor

Once inside you can use our navigation bar at the bottom of your screen to visit our Session Hall, Expo Hall, Networking Hall, and Resource Center.

In the Virtual Lobby you will find a Help Desk with a live representative available to assist.

## Virtual Resource Center

Please visit the resource center room to access the program, daily agenda, attendee list, and other resources.

Please make use of the digital briefcase available to store any sessions, exhibition materials, or resources from the resource center for your later review.

## Event Presentations

Event slides will be available after the Conference. The virtual portal will remain open until January 15th to view any of our program sessions on demand.



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## Accessing the 2020 Virtual Conference

Logging in is easy - just click here:  
<https://accessintel.6connex.com/event/P3CEvents/virtual2/login>

You can enter the virtual portal with your email address.  
The conference opens at 11:00 AM EST on Wed, December 9th.  
Sessions begin at 12:00 PM EST and continue to 4:15 PM EST.

For any questions please contact:  
Sarah Plombon at [splombon@accessintel.com](mailto:splombon@accessintel.com)





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*AIAI members Deborah Brown, WSP and Angela Berry Roberson, Ferrovial share insights during the AIAI Members Meeting.*



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*Together, we move P3s forward >*

# 2020 P3 Government Conference Program: Daily Schedule

## DAY 1: WEDNESDAY, DECEMBER 9, 2020 (all sessions times in EST)

12:00 PM - 1:00 PM	Welcome & Opening Panel: 2021 Outlook in Congress: A Conversation with P3 Coalition Members				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
1:15 PM - 1:45 PM	A Balancing Act - Challenging Issues in P3 Risk Allocation	A Deeper Dive into Project Development Agreements	Prioritizing Diversity and Inclusion in the Infrastructure Community	Oahu's Joint Base Pearl Harbor Transit Development	From Capital's Perspective - What Might Be Possible Next Year
2:00 PM - 2:30 PM	Airports, Highways & Transit: What's Needed from Washington for COVID Recovery	How Cities & States Can Expand Their Infrastructure Delivery in Light of a Reduced Federal Role?	Meeting the Needs for the Nation's Water Infrastructure: The Use of P3s	A New Staged and Collaborative Approach to P3s: The Progressive P3	COVID and Construction in Public Works Infrastructure
2:30 PM - 2:45 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Co-Chair Sponsor: HNTB</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:45 PM - 3:15 PM (N.B. Virtual Room 1 starts at 2:15 PM)	<i>Note: This session starts at 2:15PM</i> Federal Real Estate Outlook Under the New Administration	Federal Agency Coordination to Streamline P3 Project Development	Recent Case Studies: the Good, the Bad, and the Ugly	Bridging the Digital Divide - Broadband and the Role of P3	P3's Role in Resilient Reconstruction Post-Disasters
3:30 PM - 4:00 PM	WIFIA Borrower Panel	The Impact of P3 on Transit Recovery	A Template for Instilling Confidence in the Procurement Process	Avoiding Pitfalls: Some Common Characteristics of Stalled or Failed P3 Projects	Impacts of COVID on Federal Workspace Requirements
4:15 PM - 5:00 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Program Partner: AIAI</i>				



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# 2020 P3 Government Conference Program: Daily Schedule

## DAY 2: THURSDAY, DECEMBER 11, 2020 (all sessions times in EST)

12:00 PM - 12:45 PM	Opening Keynote Panel – Fireside Chat with former U.S. Secretary of Transportation, Rodney E. Slater				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
12:45 PM - 1:15 PM	The Future of American Infrastructure	Driving Private Sector Investment in Mass Transit Infrastructure	Maximizing Benefits Through True Partnership for Water P3s	Working with Government Agencies to Implement Transportation P3s	Broadband P3s: Challenges and Opportunities
1:30 PM - 2:00 PM	A P3 Conversation Across Agencies	Ready, Set, Whoa! Upcoming Political, Policy and Project Developments in Kansas City	How Transportation Infrastructure Catalyzes Community-Led Development	The Role of Technology in Driving Infrastructure Innovation	Meeting or Exceeding MWDDBE Goals on Public Sector Projects
2:00 PM - 2:15 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Diamond Sponsors Diamond Sponsors: Fengate   UBS</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:15 PM - 2:45 PM	Partnership Models for Community Revitalization, Resiliency, and Restoration	New District Energy P3 Projects	Rail Projects Generations in the Making: How it Happened	How Risks Get Assessed Post-Pandemic	Financing for Rural Transportation with the TIFIA Rural Project Initiative
3:00 PM - 3:30 PM	How Transit Agencies are Recovering from COVID: Lessons from the Front Lines	Your Project Readiness Checklist: Preparing for the Recovery in 2021	Bridging the Divide: Promoting Equity through P3 Projects	Social Infrastructure P3's & Public Engagement Success Strategies	O&M for the Adaptive City Core
3:45 PM - 4:15 PM	Green Banks: Building Resiliency in Your Community	Tax Policy and Infrastructure – What to Understand in a P3	Resiliency at the City Level: What We Can Learn from Our Nation's Capital	Capturing Value in Existing Assets: A Biogas Snapshot	
4:30 PM - 5:30 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Diamond Sponsors: Plenary   WSP</i>				

# 2020 P3 Government Conference Program: Daily Schedule

## DAY 3: FRIDAY, DECEMBER 11, 2020 (all sessions times in EST)

12:00 PM - 12:45 PM	Opening Conversation: Mayor's Panel: How Major Initiatives Are Getting Done				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
12:45 PM - 1:15 PM	Energy Infrastructure Solutions in Practice	Critical Factors to Preparing A Successful Procurement	How Can Installations Build Resiliency with Micro-Grids Following the Navy Model?	Points of Pressure and Opportunity in the New Year	
1:30 PM - 2:00 PM	Let's Not Lose Sight Folks: Sensible Infrastructure Public Policy for Everyone	Green Financing Programs - Catalyzing the Private Sector	Internet Access as a Civil Rights Challenge	The Hyperloop Public-Private Pilot Project	
2:00 PM - 2:15 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Platinum Sponsors: Ardian   Goldman Sachs</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:15 PM - 2:45 PM	The Impact of OMB Scoring on our Nation's Infrastructure	P3 in a Global Pandemic <i>(It's a Small World After All...)</i>	Competition, Collaboration or Both? The Evolution of P3 Procurement Approaches	Southwest Library Case Study: Resilience at the Building Scale	
3:00 PM - 3:30 PM	Risk Management Solutions to Prevent & Resolve Disputes on P3 Projects	Building Capacity and Resiliency through P3s in Healthcare	Strategies & Tactics for Public-Private Partnerships at the State & Local Level	USDA Rural Development OneRD Guarantee Loan Initiative	
3:45 PM - 4:15 PM	Closing Conversation: The Future of Innovative Delivery and Financing Methods at the Federal and State Levels				
4:15 PM - 5:00 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Platinum Sponsors: Hayat Brown   PCL</i>				

## DAY 1: WEDNESDAY, DECEMBER 9, 2020

12:00 PM – 12:15 PM EST

### Conference Start: Welcome and Opening Remarks

12:15 PM – 1:00 PM

### 2021 Infrastructure Outlook in Congress: A Conversation with P3 Coalition Members

No matter the results of the forthcoming Georgia US Senate special election, an incoming Biden Administration faces a tough and closely divided governing environment on Capitol Hill. Join key leaders in Washington with insight on what the infrastructure community could see move next year, and what won't.

#### Moderator

Marshall Macomber, President / Senior Policy Advisor, ThinkP3 / AIAI

#### Panel

Jimmy Christianson, Vice President of Government Relations, Associated General Contractors of America (AGC)  
Steve Hall, Senior Vice President, Advocacy & External Affairs, American Council of Engineering Companies (ACEC)  
Rich Juliano, General Counsel, ARTBA  
Ed Mortimer, Vice President, Transportation and Infrastructure, US Chamber of Commerce

1:15 PM – 1:45 PM

### Virtual Room 1: A Balancing Act - Challenging Issues in P3 Risk Allocation

The focus of this panel is the current state of risk allocation in P3s and the accompanying opportunities and obstacles. This is a topic of central importance to public- and private-sector clients alike, and it is relevant to all asset classes (including transport and social infrastructure), projects of all sizes, and all levels of government (Federal, state, and local). Finding the right balance in allocating risk challenges even the most sophisticated P3 participants. The unique nature of each project only compounds the complexities and nuances of obtaining an effective risk allocation. While including a discussion on market trends and hot issues, and digging into current challenges, this panel will provide insights on solutions: the role effective and efficient risk allocation can play in helping to turn an identified need -- through a collaborative approach -- into a real, financeable and successful project. The panel will explore how risk allocations can be successfully negotiated, and why some projects/procurements may struggle more than others. Also, the panel will look ahead to address how the market is changing and what is likely to impact risk allocation discussions post pandemic.

#### Moderator

Sean Boyd, Managing Director, Ernst & Young Infrastructure Advisors, LLC

#### Presenters

Hafeez Habib, Senior Vice President, Plenary Group  
Henry Patel, Vice President, Kiewit Development Company  
Aaron Yohnke, Vice President & District Manager, PCL Construction

1:15 PM – 1:45 PM

### Virtual Room 2: A Deeper Dive into Project Development Agreements: Private Development Efforts for Essential Infrastructure

Alternative Delivery procurements in the US have been influential in delivering critical infrastructure. As the market matures, new procurement techniques emerge including the Project Development Agreement (PDA) and private development frameworks to select appropriate partners and advance a





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project early in the process. This panel dives deeper into the considerations of the model from a government and private sector perspective. When is a PDA/ private development appropriate? What are the key concerns and opportunities? The audience will develop a good framework of the key issues, as well as hear about national and international examples including the Miami Monorail Project, NeuConnect (Germany/ UK), and One Central in Chicago.

**Moderator**

John Dionisio, Partner, Meridiam Infrastructure

**Panel**

Alice Bravo, Director of Department of Transportation, Miami Dade County

Colin Peppard, Senior Director, Los Angeles County Metropolitan Transportation Authority

Thilo Rose, Senior Investment Director, Meridiam

Serdar Tufekci, CEO, Ohio State Energy Partners, ENGIE North America

1:15 PM – 1:45 PM

**Virtual Room 3: Prioritizing Diversity and Inclusion in the Infrastructure Community**

Although progress has been made, there is clearly a need for greater industry inclusion. In this session we explore diversity in the P3 community -- What is it? Why is it needed? How do we promote it? Diversity initiatives, whether targeting racial, economic, gender, or cultural diversity, are needed to ensure our industry continues to evolve. We will address why everyone, whether owner, developer, construction worker or service provider, needs to prioritize eliminating bias and continue to make progress to achieve diversity and inclusion in hiring and in the workplace, whether at an individual's company, at mediation, or in court. Our presenters will examine some of the challenges in accomplishing inclusion in the construction industry, especially at the leadership level. Through an open dialogue with the audience, we will all leave this event with a better understanding of what can be done to boost inclusion and diversity.

**Presenters**

Jack A. Callahan, CPA, Partner - Construction Industry Leader, CohnReznick

Deidre Roberts, Executive Counsel, Louisiana Department of Transportation

Marlon R. Smith, Managing Partner, JLC Infrastructure

1:15 PM – 1:45 PM

**Virtual Room 4: Oahu's Joint Base Pearl Harbor Transit Development**

Naval Facilities Engineering Command's (NAVFAC) recently released a request for information (RFI) for industry's perspective on how to best enhance 70 acres of ocean-view property located on Joint Base Pearl Harbor Hickam (JBPHH) on the island of Oahu, Hawaii. The RFI for the "Little Makalapa" project offers two non-contiguous sites, both within walking distance of JBPHH and the planned Makalapa Transit Station. The Navy envisions a transit-oriented development that would be transformational for both Navy personnel and the island of Oahu as a whole. Join Navy leadership as they discuss their vision and goals for this project, which is likely to be one of the largest mixed-use TOD projects in the country.

**Presenters**

Josh Baker, Vice President Infrastructure and Energy, The Concourse Group

Joe Calcara, Executive Director, Real Estate & Acquisition Modernization, Naval Facilities Engineering Command (NAVFAC)

Branden Kiely, Vice President, The Concourse Group



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1:15 PM – 1:45 PM

### **Virtual Room 5: From Capital's Perspective – What Might Be Possible Next Year**

In this conversation our panel will share insights on post-pandemic capital strategies, a general outlook for 2021, and provide thoughts on some of the major budgetary and capital asset management challenges to be faced in the market next year. Panel members will share their thinking on risk and provide assessments of some of the key factors the private sector considers when bidding on project opportunities. From this discussion the audience will gain a better understanding of what makes a project attractive and how investors think COVID may have alternated the nature of risk evaluation and project document requirements. While also learning about potential project red flags for bid teams, how public-sector procurers can avoid them, and ways they can try to get best results in a competitive process.

#### **Moderator**

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

#### **Presenters**

Larry Belinsky, Managing Director, Frasca & Associates, LLC

Devin Phillips, Executive Director, UBS

Scott Zuchorski, Managing Director, Fitch Ratings

2:00 PM – 2:30 PM

### **Virtual Room 1: Airports, Highways and Transit: What's Needed from Washington for COVID Recovery?**

With COVID cases again rising, lower travel and commuting numbers will continue to plague many of our transportation systems. Should Congress again come to the rescue? If so, what should that aid look like? Join leaders on the front lines of this debate as we discuss the prospects for Federal relief.

#### **Moderator**

Marshall Macomber, President / Senior Policy Advisor, ThinkP3 / AIAI

#### **Panel**

Art Guzetti, Vice President, Mobility Initiatives and Public Policy, APTA

Susan Howard, Program Director for Transportation Finance / Director, AASHTO / BATIC Institute

Annie Russo, Senior Vice President of Government and Political Affairs, Airports Council International

2:00 PM – 2:30 PM

### **Virtual Room 2: How Cities and States Can Expand Their Infrastructure Delivery in Light of a Reduced Federal Role?**

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.

#### **Moderator**

Judah Gluckman, Principal Consultant, U.S. Advisory Services, WSP

**Panel**

Lina Benedict, Loan Origination Manager, California Infrastructure and Economic Development Bank  
Chris Elmore, Vice President, Goldman Sachs  
Martin Klepper, Chairman, Fengate US Infrastructure  
Frank Ramirez, Manager, Goods Movement and Sustainable Freight, Governor's Office of Business and Economic Development

2:00 PM – 2:30 PM

**Virtual Room 3: Meeting the Needs for the Nation's Water Infrastructure: Use of P3s**

The panel will take a high elevation look at the issue of using P3s in the development of the water infrastructure. With the potential for an infrastructure bill in the next Congress, it is timely that we talk to the issue of how P3s can and have been used by the non-Federal sector to support water related infrastructure.

**Moderator**

David Wegner, Senior Strategist, Woolpert

**Panel**

Marla Bleavins, Chief Financial Officer, Port of Los Angeles  
Geoff Bowman, Vice President, Van Scoyoc Associates  
Ed Crooks, Senior Vice President, HNTB  
Mae Stevens, Executive Vice President, Signal Group

2:00 PM – 2:30 PM

**Virtual Room 4: Silver Linings - COVID and Construction in Public Works Infrastructure**

This panel will explore the effects of public sector leadership during the COVID public health emergency, including how and when decisions were made and policies implemented which have shaped the construction industry response. Leadership in a crisis can provide a snapshot of who is at the helm. So too can it reflect how well the industry is prepared to react and respond.

Examples of this can be found in public works collaborations at New York's LaGuardia Airport, and the redevelopment and modernization of both the Central Terminal Building and the Delta Airlines Terminal. Similarly, New York City's Metropolitan Transportation Authority has been managing significant capital projects to upgrade and expand capacity for the century-old subway system. The panel will assess and discuss key decisions that have impacted how construction and investment partners and public agencies have been working to accelerate the delivery of these critical, multi-billion dollar projects, during the pandemic.

**Panel**

Catherine Sheridan, Lead for the Major Construction Review Unit and Transformation Project Manager, Metropolitan Transportation Authority  
Peter Chorman, R.A., General Manager, Delta Airlines, Inc.  
John Parkinson, Faculty, Construction Administration Program, Columbia University

2:15 PM – 3:00 PM

**Virtual Room 1: Federal Real Estate Outlook Under the New Administration**

As we emerge from one of the most contentious Presidential campaigns ever, we can expect to see a significant shift in Federal policy and direction under the new Biden Administration. But will this also hold true for Federal real estate? Over the past decade, there has been considerable bipartisan support for more effective management of the Federal portfolio.

This session will focus on the outlook for Federal real estate under the incoming Administration. The discussion will examine overall trends in space utilization and the long-term impact of the COVID-19 pandemic. Panelists will consider the Federal budget outlook and the impact on the Federal portfolio of owned and leased buildings. The session also will focus on large-scale headquarters consolidation projects and consider the prospects for lease scoring reform under a new Administration. Panelists also will discuss whether and how the current focus on Opportunity Zones, disposition of underutilized real estate, and other priorities will continue under the next Administration.

**Moderator**

Norman Dong, Managing Director, FD Stonewater, and former Commissioner of Public Buildings, U.S. General Services Administration

**Panel**

Dan Mathews, Commissioner of Public Buildings, U.S. General Services Administration  
Bob Peck, Government and Defense Leader, Gensler, and former Commissioner of Public Buildings, U.S. General Services Administration  
David Winstead, Attorney-At-Law, Ballard Spahr LLP, and former Commissioner of Public Buildings, U.S. General Services Administration

2:30 PM – 2:45 PM

**Networking Break / Virtual Expo Hall Tour / Digital 1 on 1s**

*Special Thanks to Our 2020 Co-Chair Sponsor:*



2:45 PM – 3:15 PM

**Virtual Room 2: Federal Agency Coordination to Streamline P3 Project Development**

Adequate and consistent financing is one of the largest obstacles facing those working to protect and restore watersheds. While the EPA's Clean Water State Revolving Fund program is widely known for supporting gray wastewater infrastructure projects for publicly owned treatment works, many are not aware of the vast array of activities that the program can finance to address nonpoint source pollution. The US Forest Service has been working on a Source Water Protection Financing Strategy which, in part, involves pursuing US EPA's Clean Water State Revolving Fund financing at a broader scale to finance watershed-scale projects. In this panel, representatives from the US EPA Clean Water State Revolving Fund, US Forest Service, and the Arizona Water Infrastructure Finance Authority will discuss opportunities to coordinate and leverage public, private, and NGO financing in partnership for projects that improve and protect water quality on a watershed basis.

**Moderator**

Kelly Tucker, Environmental Protection Specialist, US EPA

**Panel**

Jonas Epstein, Conservation Finance Project Specialist, US Forest Service  
Lindsey Jones, Environmental Program Supervisor, WIFA of AZ  
Mariya Pak, ORISE Research Fellow, US Forest Service





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2:45 PM – 3:15 PM

### **Virtual Room 3: Recent Federal Case Studies: the Good, the Bad, and the Ugly**

The Federal government was involved in these two very different projects, and the panel of experts will discuss timeless issues like law, money, and politics. Looking forward, the panelists will discuss managing these complex projects through the COVID environment. They will share innovations discovered through the challenges of limited mobility and limited personal contact. This is an interactive discussion, so the audience is invited and expected to join in with questions.

#### **Moderator**

Jason Klumb, Attorney/Advisor, Jason Klumb LLC; former Regional Administrator/SES, US General Services Administration

#### **Panel**

Allison Azevedo, Deputy Commissioner of Public Buildings Service, US General Services Administration  
Kevin Breslin, President, Bannister Transformation & Development  
Tracy Henke, Former Senior Staffer / Vice President of Government Relations & Protocol, Kennedy Center  
Robert Zarnetske, Former Regional Administrator / Town Manager, US General Services Administration / South Kingston, RI

2:45 PM – 3:15 PM

### **Virtual Room 4: Bridging the Digital Divide - Broadband and the Role of P3**

The acute need to bridge the digital divide has been exposed during the COVID-19 crisis. Too many people, in both urban and rural communities, lack the connectivity, devices, or knowledge to learn, work, or seek medical attention online, and all of this is impacting the economy. But municipalities and states can leverage several models of collaboration with the private sector to help bridge these gaps. This session explores state and municipal options to tackle the digital divide and explores public-private partnership (P3) models that can help deploy the required telecommunications and mentoring infrastructure.

#### **Moderator**

Marc Powell, Senior Managing Director, Ernst & Young Infrastructure Advisors, LLC

#### **Panel**

Kevin Brown, Digital Divide Task Force Leader, EY  
Devin Campbell, Assistant Vice President, Plenary Group  
Trish Kelly, Managing Director, Valley Vision  
Jordan Sun, Chief Innovation Officer, City of San José, CA

2:45 PM – 3:15 PM

### **Virtual Room 5: P3s Role in Resilient Reconstruction Post-Disasters**

In the past few years, Puerto Rico has seen severe hurricanes, a major earthquake, and the COVID pandemic. The confluence of these events has been layered on an already fragile economic and political situation. While the scene seems dire, it has also been an opportunity to reimagine the future. This session focuses on the role of P3 in resilient reconstruction post-disasters. With significant CDBG-DR funds assigned after the hurricanes and the subsequent creation of COR3 – the Government of Puerto Rico's Central Office of Recovery, Reconstruction and Resiliency Disaster Recovery transparency portal – the Island is poised for significant investment. We will discuss the current state of funding, the strategy behind the housing reconstruction process, how to use this opportunity to build with resilience, and what are the P3 investment opportunities.

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**Moderator**

Yanel de Angel, Principal, Perkins&Will / Co-Founder, resilientSEE-PR

**Panel**

Laurie Schoeman, National Director, Resilience and Disaster Recovery Enterprise Community Partners  
Ricardo Álvarez-Díaz, Architect / Developer, founding Partner & CEO of Álvarez-Díaz & Villalon  
Architecture & Interior Design, Co-Founder resilientSEE-PR  
Dr. Fernando Gil-Enseñat, former Secretary of Housing, currently Director, Alvarez & Marsal

3:30 PM – 4:00 PM

**Virtual Room 1: WIFIA Borrower Panel**

EPA's WIFIA program issued this year's Notice of Funding Availability for \$6 billion in credit, which has the capacity to finance up to \$12bn of water infrastructure projects. Last year EPA had available loans totaling approximately \$5 billion to help finance over \$10 billion in water infrastructure investments. To date, WIFIA has closed 32 loans totaling \$6.3 billion in credit assistance to help finance \$13.8 billion for water infrastructure projects, this panel brings together the EPA and successful borrowers and advisors to discuss WIFIA and public-private partnerships. Topics will include recommendations for the formal application process, potential pitfalls, lessons learned, and how WIFIA can best facilitate P3 water projects.

**Moderator**

Arielle Gerstein, WIFIA Program Manager, US EPA

**Panel**

Sarah Frey, Director, PFM Financial Advisors LLC  
Erin Girardi, Capital Programs Manager, Hampton Roads Sanitation District  
Richard Morales, Debt Manager, San Francisco Public Utilities Commission  
Lisa M. Taruffelli, Finance Administrator, Department of Public Utilities, Salt Lake City Corporation

3:30 PM – 4:00 PM

**Virtual Room 2: The Impact of P3 on Transit Recovery**

Public transit has been hit hard by COVID, and is struggling to respond to a range of simultaneous challenges including major budget pressures, safety improvements and other operational challenges, and infrastructure and maintenance backlogs that predated the pandemic. Some cities and agencies have turned to public-private partnerships to provide capital, technological, and operational solutions and power transit's recovery from the current crisis. Panelists will highlight recent examples of promising partnerships that help transit agencies deliver safe, affordable, sustainable, and reliable transit for their populations. Join a discussion on how P3 can support transit as they work to increase ridership in the wake of COVID.

**Moderator**

Sallye Perrin, Senior Vice President, WSP

**Panel**

Joe Aiello, Chairman, Fiscal and Management Control Board / Senior Fellow, MBTA / Meridiam Infrastructure  
Jeremy Ebie, Founder & Managing Partner, Phoenix Infrastructure Group  
Josh Goldman, Director of Strategy, VIA

3:30 PM – 4:00 PM

### **Virtual Room 3: A Template for Instilling Confidence in the Procurement Process: A Bidder's Perspective**

No question is too simple when starting a procurement. A P3 procurement model is a combination of design, construction, financing, operations, and maintenance. In this panel we discuss the key issues that owners must consider when conducting a project procurement - structuring the agreement, conducting a fair and competitive procurement process, and negotiating a final agreement that is transparent and protects the public interest. Panelists will review best practices and new approaches to procurement in the context of public-private partnerships; and consider how owners can most effectively structure risk transfer in design and construction costs, operational and maintenance challenges, and factors that can impact value for money analysis.

#### **Moderator**

John Smolen, Of Counsel, Ballard Spahr LLP

#### **Presenters**

John Keegan, Vice President, Gilbane Development Company

Jodie Misiak, Assistant Vice President and Strategic Initiatives Manager, Advisory Services, WSP

Michael Rueger, Vice President, Star America Infrastructure Partners

3:30 PM – 4:00 PM

### **Virtual Room 4: Avoiding Pitfalls: Some Common Characteristics of Stalled or Failed P3 Projects**

Every leader wants the projects they champion to thrive and to deliver services, job opportunities, and amenities to their communities. Despite the best ideas, staff, and intentions; however, some project visions are never realized. This session brings together public and private leaders to discuss major political, financial, and structural stumbling blocks that cause projects to stall or be canceled. Use these lessons learned as you conceptualize a P3 project.

#### **Moderator**

Daughan Pitts, Director, Hayat Brown

#### **Panel**

Jon Conant, Director, Public Private Partnerships, Texas Facilities Commission

Rodney Moss, Senior Vice President, Hunt Companies

Jen Boss, Senior Director, Hayat Brown

3:30 PM – 4:00 PM

### **Virtual Room 5: Impacts of COVID on Federal Workspace Requirements**

In 2019, the Department of Veterans Administration (VA) Central Office initiated an effort to fully study its owned and leased office space within Washington, DC. The VA subsequently developed an optimization phasing strategy with the goals of improving space efficiency, growing in place, and reducing rent payment. COVID's great telework experiment has created an opportunity for the VA to revisit their pre-COVID optimization plans to re-frame how they are thinking about office utilization and the types of spaces staff really need. This session will delve into the comprehensive space optimization process before and after COVID to discuss how other public agencies can apply the process and lessons learned (so far) to best define their requirements.

#### **Moderator**

Anna Shapiro, Senior Vice President, Craddock Group

## **Panel**

Joe Nassar, Associate Deputy Assistant Secretary, Office of Administration, Department of Veterans Affairs  
Erin Conner-Diven, Design Manager, Gensler

4:15 PM – 5:15 PM

## **Networking Happy Hour**

*Special Thanks to Our 2020 Program Partner:*



5:15 PM

## **Day 1 Concludes**



## DAY 2: THURSDAY, DECEMBER 10, 2020

*(Note: All Times Shown in EST)*

12:00 PM – 12:45 PM EST

### **Opening Session – A Fireside Chat with Jim Ray and Rodney Slater, former U.S. Secretary of Transportation**

Join us for this virtual fireside chat between Jim Ray, former USDOT Senior Advisor and HNTB Corporate President and former Secretary Slater on potential pathways forward for American infrastructure. They will also discuss some of the major political, policy, and project developments likely to define the US P3 experience in 2021.

#### **Presenters**

Jim Ray, Corporate President, HNTB

Rodney E. Slater, Partner, Squire Patton Boggs

12:45 PM – 1:15 PM

### **Virtual Room 1: The Future of American Infrastructure**

What is really happening with large-scale public infrastructure in the United States? And, how will a change in the White House impact Federal policy and programs moving forward? We continue our program with a lively discussion around the current state of the market and predictions about the future as panelists share their insight into the challenges, opportunities, and solutions that industry can rally around to ensure that State and local governments can continue to embrace the P3 model and continue to look for viable options to deliver on their infrastructure needs.

#### **Moderator**

Adie Tomer, Fellow, Metropolitan Policy Program, Brookings Institute

#### **Panel**

DJ Gribbin, Founder, Madrus

Martin Klepper, Chairman, Fengate US Infrastructure

Mike Parker, Americas Infrastructure Leader, Strategy and Transactions, Ernst & Young Infrastructure Advisors, LLC

12:45 PM – 1:15 PM

### **Virtual Room 2: Driving Private Sector Investment in Mass Transit Infrastructure**

Historically, the U.S. has had the world's most extensive infrastructure system but lags the rest of the world in passenger rail and mass transit infrastructure. With mass transit agencies around the country experiencing their worst crisis in decades as a result of COVID-19 and related mobility restrictions and subsidies becoming less reliable, local governments are increasingly turning to the private sector to develop and invest in mass transit infrastructure. Join us for a discussion of transit P3 projects in the United States and the key factors required to drive greater private sector investment in mass transit infrastructure.

#### **Moderator**

Michael Lexton, Managing Director and Head of Transportation, UBS Financial Services Inc.



# P3 DONE RIGHT

Join Us for Several Panels This Week:

**Avoiding Pitfalls: Characteristics  
of Stalled or Failed P3 Projects**

Wednesday, December 9<sup>th</sup>  
3:30 PM – 4:15 PM EST

**Bridging the Divide: Promoting  
Equity through P3 Projects**

Thursday, December 10<sup>th</sup>  
3:00 PM – 3:45 PM EST

**Building Capacity and Resiliency  
through P3s in Healthcare**

Friday, December 11<sup>th</sup>  
3:00 PM – 3:45 PM EST

Hayat Brown works exclusively for institutions to ensure that P3s are done right. Whether we're working on financial or market feasibility, development strategy, alternative financing, deal structure, procurement/partner selection, or negotiations, we have one goal: to achieve the best P3 outcome for your institution.

We invite you to learn more about Hayat Brown and our P3 advisory services at [hayatbrown.com](http://hayatbrown.com) or contact: **Jay Brown** at [jay.brown@hayatbrown.com](mailto:jay.brown@hayatbrown.com)



Jay Brown



Jenifer Boss



Yaye-Mah Sar



Daughan Pitts



Brandon Kelley

**Hayat  
Brown** | P3  
INFRASTRUCTURE  
REAL ESTATE ADVISORY



**Panel**

Greg Kitscha, Investment Director, John Laing

Nick Phillips, Investment Director, Meridiam

Jenifer Ross-Amato, Principal Consultant, WSP

Jacob Vallo, Head of the Office of Transit Oriented Development, Metropolitan Atlanta Rapid Transit Authority (MARTA)

12:45 PM – 1:15 PM

**Virtual Room 3: Maximizing Benefits Through True Partnership for Water P3s**

P3 is becoming the procurement method of choice by an increasing number of governments, states, and municipalities because it maximizes project value and enables optimal risks and costs sharing with the private sector. When it comes to water treatment projects, risk allocation achieved through a true partnership can make the difference between a successful project and a failing one.

The complexity entailed in designing, constructing, operating, and financing a water treatment plant requires expertise, know-how, and experience. Choosing the right partner to enable and support such a project, under the most compatible P3 structure, contributes to an optimal life-cycle cost through shorter execution time, seamless water supply, efficient operation, and most importantly - providing lifelong water security.

In this session IDE, after decades of building and operating large-scale and small-scale water desalination and water treatment facilities, joins us to share more on how to ensure a true and successful partnership.

**Presenter**

Lior Croll, Business Development Manager, IDE

12:45 PM – 1:15 PM

**Virtual Room 4: Working with Government Agencies to Implement Transportation P3s**

The use and success of P3s has varied from jurisdiction to jurisdiction (and in many cases within the same jurisdiction) in recent years. Experience is now available to identify areas of success and areas that need to be enhanced. In the transportation sector, what sorts of projects have traction to move forward or have reached the finish line and why? Experts from the Build America Bureau and state DOTs will be brought together to discuss their programs and their projects. These experts will then be led in a discussion of what is needed from all sides of the P3 process to meet expectations and create a successful outcome.

**Moderator**

Mark Polston, Assistant Vice President, WSP

**Panel**

Michael R. Bonini, Director, Public-Private Transportation Partnerships Office, Pennsylvania Department of Transportation

Duane Callender, Director, Credit Programs Office, Build America Bureau

Thomas A. Sherman, Deputy Director, VDOT Office of Public-Private Partnerships, Commonwealth of Virginia

12:45 PM – 1:15 PM

**Virtual Room 5: Broadband P3s: Challenges and Opportunities**

The enormous potential for broadband P3s is still out there but is yet to be realized. The size of the market potential is huge and is further illuminated by the criticality of broadband presented by the



# IMPROVING THE P3 EXPERIENCE

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pandemic. Building on their deep experience in broadband infrastructure and P3s, the panelists will address strategies for pioneering public-private arrangements considering the unique considerations of this infrastructure class.

**Moderator**

Marcel Ham, Principal, Rebel

**Panel**

Joanne Hovis, President, CTC Technology & Energy  
Bryan Kendro, Senior Program Management Consultant, RS&H  
Chris Miller, Partner, Ice Miller

1:30 PM – 2:00 PM

**Virtual Room 1: A P3 Conversation Across Agencies**

This session is a conversation with representatives from Federal agencies focused on P3s. How are different departments approaching partnerships and addressing infrastructure? What sorts of P3s are likely to be encouraged? What policy direction is being developed? What are possible uses for P3s? In this discussion, panelists will discuss their agencies' policy approaches to P3s, where they perceive opportunities for the model, and what they think is likely to change going forward.

**Moderator**

David Wegner, Senior Strategist, Woolpert

**Panel**

Jorianne Jernberg, Director, WIFIA Program, EPA  
Aaron Snyder, WIFIA and P3 Program Development Team Lead, U.S. Army Corps of Engineers  
Robert Wolf, Director of Program and Budget, U.S. Bureau of Reclamation

1:30 PM – 2:00 PM

**Virtual Room 2: Ready, Set, Whoa! Upcoming Political, Policy, and Project Developments in Kansas City**

Everything's up to date in Kansas City, well almost! The Kansas City International Airport new terminal is under construction. What started as a P3 shifted back to a more conventional project delivery. The panelists will discuss the early days of that project, with a perspective on who and what mattered. Using this case as a conversation starter, the expert panel will take lessons learned and speak to upcoming political, policy, and project developments, including the future of work and GSA's Workplace 2030.

**Moderator**

Jason Klumb, Attorney/Advisor, Jason Klumb LLC; former Regional Administrator/SES, US General Services Administration

**Panel**

Dan Mathews, Commissioner of Public Buildings Service, US General Services Administration  
Adam Sachs, Attorney, Husch Blackwell  
Troy Schulte, County Manager, Jackson County, Missouri  
Joni Wickham, former Chief of Staff to the Mayor of Kansas City, Missouri, currently with Wickham/James Consulting

1:30 PM – 2:00 PM

**Virtual Room 3: How Transportation Infrastructure Catalyzes Community-Led Development**

Our neighborhood needs more community parks and common spaces that represent the heart and soul



of Black L.A. Developed through a three-year community engagement process, Destination Crenshaw will create a vibrant public space that will unapologetically display the significant contributions of Black L.A. onto one of the most iconic streets in this city, state, and our country and serve as an economic incubator for residents and legacy businesses. Learn about how a community responded to a rail line extension with a transformative public arts and culture development.

**Moderator**

Gabrielle Bullock, Principal & Director of Global Diversity, Perkins&Will

**Panel**

Jason Foster, President & Chief Operating Officer, Destination Crenshaw

Dr. Joy Simmons, Senior Art Advisor, Destination Crenshaw

Kenneth Luker, Design Principal, Perkins&Will

1:30 PM – 2:00 PM

**Virtual Room 4: The Role of Technology in Driving Infrastructure Innovation**

Infrastructure development today needs to be innovative and efficient. Meeting these goals requires the implementation of smart, connected solutions that simultaneously contribute to an enhanced user experience, improved energy, and operational efficiencies, and provide a positive impact to the bottom line for owners and operators. In this session, the panel will discuss the holistic approach used to design, execute, and manage certain facilities so that the asset remains best-in-class.

**Moderator**

Sielen Namdar, BD Executive, Smart & Connected Communities, Cisco

**Presenters**

Luigi La Corte, Director, Plenary Group

Kathryn Roos, Interim Deputy Chief Operating Officer, District Department of Transportation

Waiching Wong, Transit Partnerships Agency Lead, Uber

1:30 PM – 2:00 PM

**Virtual Room 5: Meeting or Exceeding MWDBE Goals on Public Sector Projects**

How can the public sector close the gap between the MWDBE goal expectations and outcomes? How can the procurement process be leveraged to position your agency for success pre-procurement? Join us for this panel as we explore how MWDBE utilization can be increased by a reconsideration of common assumptions and practices. We will examine how traditional procurement approaches have hindered utilization outcomes, and review how MWDBE equity can add significant value to goal outcomes. Panel members will discuss how good faith efforts must evolve beyond outreach to achieve project outcomes, and examine new models that can lead to significant MWDBE outcomes. Join experienced thought leaders with deep understanding of public procurement and the intersection of MWBE, as we discuss best practices, policies, and processes utilized by best-in-class MWBE and supplier diversity programs.

**Moderator**

Yousef R. Salama, Associate Director, Turner & Townsend

**Panel**

Caryn J. G. Brookman | Principal, Blackwater Environmental Group

Carolina Coppolo, Executive Officer, Vendor/Contract Management, Los Angeles County Metro Transportation Authority

Meshelle M.V. Howard, MCA Director, Small Business Programs Small Business Programs Office, Washington Metropolitan Area Transit Authority (WMATA)



2:00 PM – 2:15 PM

**Networking Break / Virtual Expo Hall Tour / Digital 1 on 1s**

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2:15 PM – 2:45 PM

**Virtual Room 1: Partnership Models for Community Revitalization, Resiliency, and Restoration**

In this session, the panel will discuss applying partnership solutions to state, municipal, and city initiatives for green and resilient infrastructure and community revitalizations and restorations. These innovative partnership solutions generate potential investment in green infrastructure initiatives that can provide for local economic growth and improved quality of life in urban and underserved communities - often creating public benefits on private property. Presenters will further consider 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 and restoration needs into the plan through a focus on green and resilient infrastructure, the panel will explore how 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, protecting the environment, and raising a community's quality of life.

**Moderator**

Francesca McCann, Business Development Director, InfraManagement Group

**Panel**

Sean Agid, Partnership Catalyst, Corvias

Irela Bagué, President, Bagué Group

Jeffrey Diehl, CEO & Executive Director, Rhode Island Infrastructure Bank

Michael Patella, Former Senior Policy Advisor, US Environmental Protection Agency

2:15 PM – 2:45 PM

**Virtual Room 2: New District Energy P3 Projects**

District energy systems can deliver a range of benefits including higher efficiency and lower costs, lower greenhouse gas emissions, increased useable space in buildings by eliminating traditional systems, and reduced management time and costs. Although district energy systems are in operation across the US in various technical, operational, financial, legal, and risk structures, including P3s, district energy is relatively underutilized. As the country's crumbling infrastructure is being replaced, combined with urban migration, opportunities for P3 district energy projects continue to grow. This session's panel of experts will discuss the outlook for new district energy P3 projects in the US, past technical, operational, and financial experiences, municipal P3 procurements, and lessons learned from successful and problematic projects.

**Moderator**

Michael Palmieri, President, p3point



Building a better  
working world

A close-up photograph of a green frog with dark brown spots and red markings around its eyes, sitting in water. A small green turtle is perched on the frog's back. The scene is reflected in the water below. The background is a blurred outdoor setting with people.

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## Panel

John Givens, Director, Development, ENGIE

Raam Pandey, Vice President, Corporate Development, Enwave

Greg Southam, Partner, Davies Ward Phillips & Vineberg LLP

Dan Weisser, Program Manager, Jacobs

2:15 PM – 2:45 PM

### **Virtual Room 3: Rail Projects Generations in the Making - How It Happened**

The Northwest Indiana rail projects (the West Lake Corridor and the Double Tracking of the South Shore Line) are two FTA – CIG New Starts Projects that have received, and are on track to receive, full funding grant agreements from the FTA. These projects were discussed for at least two generations in northwest Indiana but could never achieve the amount of support necessary to push forward. Bill Hanna, the President and CEO of the Northwest Indiana Regional Development Authority led the initiative from a visionary perspective, which coordinated local support and state sponsorship in a bipartisan manner. From the over 20 revenue sources pledged to the capital initiative locally (with varying credit strengths), to the innovation of the tri-party agreement at the state level, to the altering landscape from the FTA from a Federal match standpoint to building up and drafting the first transit-oriented development statute in Indiana, these rail projects are estimated to have over a \$3B direct economic impact to northwest Indiana.

In this session, we welcome Development Authority and Counsel to discuss key steps in these projects and the bipartisan coalition-building which achieved the necessary commitments for funding support from the state and locals while cultivating alignment of interests in a politically sensitive region with stakeholders including a senior Congressman and state and federal administration officials to achieve these results during a contentious Presidential election year and a global pandemic.

## Presenters

Bill Hanna, President and CEO, Northwest Indiana Regional Development

Sebastian Smelko, Partner, Ice Miller

2:15 PM – 2:45 PM

### **Virtual Room 4: How Risks Get Assessed Post-Pandemic**

The coronavirus outbreak and the unprecedented measures to contain it resulted in the suspension, delay, or material slow down for many projects under construction. How the impacts of these delays are contractually addressed varies by project and protracted negotiations will persist for some time for many existing projects. New projects in procurement must address coronavirus related risks upfront, which has delayed and even canceled some projects. The future project pipeline could be in jeopardy as public entities delay or cancel large capital projects to focus on preserving cash resources. Projects are also exposed to the weakening credit quality of construction companies that will also be unwilling to take fixed-price contract risk without appropriate risk allocation to mitigate coronavirus related risks, reducing the potential pool of bidders. Presenters will discuss the impact of this year's events in terms of risk, contracts, and the potential for new terms and structures to address previously unconsidered forms of risk and expectations for how it will be addressed moving forward.

## Moderator

Chuck Wall, Partner, Seyfarth Shaw LLP





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## Panel

Jahred Kallop, Investment Director, Star America Infrastructure Partners

John Medina, VP-Senior Credit Officer, Global Project and Infrastructure Finance Team, Moody's Investors Service

David Stegeman, Chief Legal Officer and Senior Vice President of M&A and Real Estate, Michels Corporation

2:15 PM – 2:45 PM

### **Virtual Room 5: Providing Financing for Rural Transportation with the TIFIA Rural Project Initiative**

Rural communities frequently find it challenging to identify the financial resources required to fund critical infrastructure projects, which are key to improving the economy and the quality of life of all Americans. Over the past few years, the US Department of Transportation has emphasized rural transportation and focused on how rural project sponsors can tangibly enhance the safety and economic competitiveness of transportation infrastructure projects throughout the country, including the creation of the Rural Opportunities to Use Transportation for Economic Success (ROUTES) Initiative to consolidate rural resources within DOT and increase access to DOT's discretionary funding opportunities. The Build America Bureau, DOT's one-stop-shop for credit programs, extended its programs to rural borrowers with the TIFIA Rural Projects Initiative (RPI). Eligible RPI projects can receive a loan for up to 49% of eligible project costs at one-half of the US Treasury rate. This session will include an overview of the program and a presentation from a recent RPI loan recipient, the Monterey-Salinas Transit District.

## Presenters

Dan Schned, Head of Project Development, Build America Bureau

Carl Sedoryk, CEO, Monterey-Salinas Transit District

Lisa Rheinheimer, Assistant General Manager, Monterey-Salinas Transit District

3:00 PM – 3:30 PM

### **Virtual Session 1: How Transit Agencies are Recovering from COVID: Lessons from the Front Lines**

From making immediate operational changes to rethinking O&M nuts and bolts going forward, most public transit agencies are in recovery and future-proofing mode in a pandemic and post-pandemic world. Ridership around the country has dropped more than 75% and without federal assistance, most systems may never recover. How will the unchanged capital improvements be funded? How quickly should we be moving on capital needs when on-the-ground reality changes so quickly? Join us for essential "lessons learned" from the front lines, as well as and hopes for the future under the new administration, with an expert panel of big-city transit agencies.

## Moderator

Jenifer Ross-Amato, Principal Consultant, WSP

## Panel

Shyam Kannan, Vice President of Planning, WMATA

Alistair Sawers, Senior Director of Rail Transformation, Massachusetts Bay Transportation Authority Bay

Dr. Joshua Schank, Chief Innovation Officer, LA Metropolitan Transit Authority

Jacob Vallo, Senior Director of TOD & Real Estate, MARTA





# IDE - Your Water Partners Throughout Every Step Of The Way

Unrivaled experience in developing, designing, operating & financing complex water infrastructure projects



Technology



Development



Partnership





3:00 PM – 3:30 PM

### **Virtual Session 2: Your Project Readiness Checklist: Preparing for the Recovery in 2021**

While the severe revenue and fiscal impacts of COVID-19 are driving public agencies to defer and suspend capital projects, planners will also have to contend with the “cost of doing nothing” when factoring in an unexpected failure of old infrastructure and damage caused by natural disasters. Capital expenditures will occur one way or another for most, and in 2021 and beyond smart planning is more critical than ever. In this presentation, we will explore the ingredients for successful project planning in a “do more with less” reality of innovative project delivery approaches. We will discuss how elements in planning and deal structuring specifically helped expedite schedules, reduce costs, bridge funding gaps, and ensure successful long-term asset management.

#### **Presenters**

Korin Crawford, EVP, Griffin|Swinerton  
Seth Merewitz, Partner, Best & Kreiger LLP

3:00 PM – 3:30 PM

### **Virtual Session 3: Bridging the Divide: Promoting Equity through P3 Projects**

The ongoing 2020 election has demonstrated an asymmetrical split in this country’s political ideology. The incoming Biden administration has the tough task of unifying the country despite the campaign season’s polarizing rhetoric. Infrastructure can be the great unifier. Horizontal and social infrastructure stretch across our communities within concern for political party. Let’s discuss how policies targeting infrastructure development (design, funding, labor, etc.) can promote equity within our communities.

#### **Moderator**

Jay Brown, Chairman and Managing Director, Hayat Brown

#### **Panel**

Clemmie (C.L.) Harris, Ph.D., Director of Africana Studies and Assistant Professor, University of Utica/U Penn  
Brian Dugan, Managing Director, Edgemoor Infrastructure & Real Estate

3:00 PM – 3:30 PM

### **Virtual Session 4: Social Infrastructure P3’s & Public Engagement Success Strategies**

Engagement is critical to any P3 project, but even more so for social infrastructure projects – schools, libraries, assembly facilities, government centers – that often represent the most visible expression of public goods and community services. Do not make the mistake of overlooking the need to have a comprehensive public engagement and communications plan for these projects, and the role this plan can play in reducing risks and the prospects of delay. This panel will discuss best practices and lessons learned related to the role of public engagement on social infrastructure projects and its role in:

- Defining a project’s scope, schedule, and budget
- Informing the business case for the project
- Explaining the P3 value proposition to the general population and engaging stakeholders
- Attaining and sustaining support for a project
- Identifying the approvals and entitlements strategy
- Establishing communication channels for use during construction

#### **Moderator**

Beth Penfield, Senior Associate, Brailsford & Dunlavey

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needs. Learn how to modernize your campus by leveraging potential energy and O&M savings and create long term funding to assist in solving your deferred maintenance issues. Johnson Controls can help you establish and maintain Building Efficiency - all while helping students focus on graduating.





## Panel

Steve Collins, President, CFP3

Christian Rhodes, Chief of Staff, Prince George's County Public Schools

3:00 PM – 3:30 PM

### **Virtual Session 5: Solutions for an Adaptive City Core**

The COVID-19 pandemic has had an impact on how we construct, utilize, and fund infrastructure. Adaptive city cores are essential as we move forward and learn how spaces and places are being utilized. Financing technology and infrastructure enhancements have always been a challenge for the municipal space. Alternative funding mechanisms are being embraced at a rapid speed, due to antiquated building stock and recovery efforts from the pandemic draining public budgets. We will discuss how the pandemic affects customers funding technology and other solutions that will enable projects to progress. Also, to be examined: how can new technology and processes & partners provide confidence to visitors, office workers, or students so that they will remain safe in their current environments.

## Moderator

Lisa A. Brown, Senior Director, Municipal Infrastructure & Smart Communities, Advanced Solutions, Johnson Controls

## Panel

Faye Di Massimo, Senior Advisor to the Mayor, Metropolitan Government of Nashville and Davidson County

Jed Freedlander, Head of Business Development, Phoenix Infrastructure Group

Jillian Jaeger, Office of Innovation, City of Colorado Springs

3:45 PM – 4:15 PM

### **Virtual Room 1: Green Banks: Building Resiliency in Your Community**

The concept of green banking or green initiatives taken by banks is making technological improvements, operational improvements, and changing client habits in the banking sector. It means promoting environmental-friendly practices and reducing the carbon footprint of banking activities. Green banks use financing not grants. Financing means that capital is eventually expected to be returned or repaid, and this helps to maximize the impact of each dollar that a green bank deploys. Because of this approach, green banks focus on markets where there is potential for payback. This panel will focus on how these growing institutions can benefit and support P3s.

## Moderator

Jeffrey Schub, Executive Director, Coalition for Green Capital

## Panel

Bert Hunter, Chief Investment Officer, Connecticut Green Bank

Rima Kasia Oueid, Commercialization Executive, Office of Technology Transitions, U.S. Department of Energy

Jay Lurie, Chief Investment Officer, DC Green Bank

Stephen Morel, Chief Investment Officer, Montgomery County Green Bank

3:45 PM – 4:15 PM

### **Virtual Room 2: Tax Policy and Infrastructure – What to Understand in a P3**

Tax, and the impact of tax policy on every aspect of infrastructure project delivery, has always been a critical part of any P3. As a new day for infrastructure and tax policy is dawning here in Washington, DC, what can owners, investors, and operators expect? Please join this panel of infrastructure tax policy experts as they discuss topics including opportunity zones and treatment of investment income.

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**Moderator**

Seth Miller Gabriel, Director, BDO

**Panel**

Jack A. Callahan, CPA, Partner - Construction Industry Leader, CohnReznick

Gregory V. Johnson, Partner, Squire Patton Boggs

Alison Torres, Tax Principal, BDO

3:45 PM – 4:15 PM

**Virtual Room 3: Resiliency at the City Level - What We Can Learn from Our Nation's Capital**

Planning for the future is key to the resiliency and longevity of any place – whether that place be a single building, a campus, or even an entire city. Planning and implementation of resilient solutions for places can be looked at in the short, medium, and long term as a way to incrementally build-in change and adaptation over time. For example - are there major changes to climate, codes, or other outside sources that can be predicted and planned for over the long term? This would campuses, cities, and states to adapt their infrastructure over time and properly budget for it over time. In this session, we will look closely at the resiliency planning of Washington, DC, and discuss portable examples that can apply to your own planning.

**Presenters**

Amy Thompson, Project Manager / Urban Planner, Perkins&Will

Melissa Deas, Climate Ready DC Manager, DC Department of Energy and Environment

3:45 PM – 4:15 PM

**Virtual Room 4: Capturing Incremental Value in Existing Assets: A Biogas Snapshot**

In this limited public resource environment, the panel discussion will focus on the potential for biogas capture opportunities and low-cost options to leverage existing assets and create incremental revenue streams. Looking within P3 delivery models, the panel will review the spectrum of the risk/reward trade-offs for municipalities, some key structuring options and examples, and cash preserving execution alternatives. The discussion will include a review of the current RIN and LCFS markets and the risks and opportunities in this regulatory driven economic model.

**Presenters**

Michael Brown, Founder & Principal, Aspen Capital

David Magahey, Managing Director, Forecourt Advisors

John Willis, Vice President, Wastewater Solutions, Brown & Caldwell

4:30 PM – 5:30 PM

**Networking Happy Hour**

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5:30 PM

**Day 2 Concludes**





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## DAY 3 - FRIDAY, DECEMBER 11, 2020

*(Note: All Times Shown in EST)*

12:00 PM – 12:45 PM EST

### **Mayor's Panel - Advancing Initiatives: How Major Projects Are Getting Done**

For today's opening session, we have invited mayors from across the country for a conversation on their offices' approach to key infrastructure priorities. Our distinguished panel will share details on major projects, how they have fared through the pandemic, and also provide an outlook for the application of the P3 model in future capital asset planning.

#### **Moderator**

DJ Gribbin, Founder, Madrus

#### **Panel**

Eric Garcetti, Mayor, Los Angeles, CA

Quentin Hart, Mayor, Waterloo, IA

Lauren McLean, Mayor, Boise, ID

12:45 PM – 1:15 PM

### **Virtual Room 1: Energy Infrastructure Solutions in Practice**

The session will focus on overcoming the scale and capital costs of transitioning to a 21st Century energy system. Many agencies and operators of public buildings face challenges obtaining funding and expertise in their efforts to upgrade energy systems. Institutional challenges include converting to cleaner sources of energy, improving reliability and resiliency, adding new generation capacity, and reducing operations and maintenance costs. As owners seek new forms of partnerships to shift development and operational risk, create sources of efficiency equity, and access alternative sources of capital, we will discuss effective strategies and the panel's near-term outlook. Join us for this conversation where we will also review various structures available, the pros and cons of each method, and lessons learned from recent projects.

#### **Moderator**

John Medina, VP-Senior Credit Officer, Global Project and Infrastructure Finance Team, Moody's Investors Service

#### **Panel**

Matt Coady, Director, Plenary Group

Vanessa Eckert, Public Sector and Infrastructure, Goldman Sachs

Gordon Judd, General Manager & Operations Sustainability, Clearway Energy

12:45 PM – 1:15 PM

### **Virtual Room 2: Critical Factors To Preparing A Successful Procurement**

As you look to deliver on your capital project and maintenance needs during the downturn, what elements should you focus on to ensure that you have chosen the right delivery model for procurement? The P3 model brings many benefits over traditional delivery models. Join us for an overview of the critical issues that must be addressed to ensure your project's success and how you can deploy specific strategies when utilizing alternative project delivery models.

#### **Moderator**

Tim Treharne, Principal, ARUP

### **Panel**

Dan Dennis, Vice President and P3 Advisor, STADIA Technical Advisors  
Gillian Schloss, Assistant Vice President, Project Delivery, Plenary Group  
Mary Scott Nabers, President, Strategic Partnerships, Inc.

12:45 PM – 1:15 PM

### **Virtual Room 3: How Can Installations Build Resiliency with Micro-Grids Following the Navy Model?**

Energy managers must reach out to utilities and private sector experts to collaborate on initiatives to reduce vulnerabilities, add redundancy, and improve energy management. Join Navy leadership as they discuss past projects where they have leveraged new technologies, relationships, and processes to increase resilience while reducing costs.

### **Moderator**

Branden Kiely, Vice President, The Concourse Group LLC

### **Panel**

Josh Baker, Vice President Energy Division, The Concourse Group LLC  
Matt Haupt, Energy Division Director, PW8 NAVFAC

12:45 PM – 1:15 PM

### **Virtual Room 4: Points of Pressure and Opportunity in the New Year**

Nationwide public entities are confronting unprecedented uncertainty, with tightening operational and funding constraints, because of the COVID-19 crisis and current economic recession. States, counties, and municipalities face the need to build or refurbish infrastructure of all kinds to meet the needs of growing populations and changing work and schooling scenarios. But out of crisis comes opportunity. In this conversation, we will cover a few of these challenges and opportunities as we explore some of the experiences and lessons learned, and discuss whether the impact of COVID-19 on capital budgets opens the door for alternative procurement / private sector capital in driving forwards infrastructure renewal and delivery during this difficult time.

### **Moderator**

Yousef R. Salama, Associate Director, Turner & Townsend

### **Presenters**

Sam Beydoun, PMP, DBIA Project Development Lead, The Build America Bureau  
Michael Mills, Associate Assistant Deputy Minister, Public Services and Procurement Canada  
Colin Peppard, Senior Director, Los Angeles County Metropolitan Transportation Authority

1:30 PM – 2:00 PM

### **Virtual Room 1: Let's Not Lose Sight of These, Folks: Sensible Infrastructure Public Policy for Everyone**

Americans can reasonably expect President Biden to follow through on platform positions relating to infrastructure. The Biden Administration's published public policy clearly favors resilience, transit, and rail. But further to President Biden's broader objective of inclusivity, infrastructure policy should not lose sight of additional positions that simply make sense. Comprehensive infrastructure policy is vital and sensible public policy. This panel assembles non-partisan infrastructure professionals, spanning disciplines and infrastructure spaces, each of whom works day-after-day on the implementation of infrastructure projects and in the P3 sphere. The purpose of the panel is to highlight and argue for the practical and apolitical advantages to the United States of infrastructure policies not (yet) straightforwardly part of President Biden's infrastructure platform.



**Moderator**

John Smolen, Of Counsel, Ballard Spahr LLP

**Panel**

Jenny Barket, Principal Consultant, WSP

Helen Pinkston-Pope, Senior Counsel, Georgia Department of Transportation

Laura Rogers, Director of Strategic Partnerships, The Ray

Jason Washington, Director, Public-Private Partnerships Program, Prince George's County Public Schools

1:30 PM – 2:00 PM

**Virtual Room 2: Green Financing Programs - Catalyzing the Private Sector**

Join program managers and loan officers from the California Infrastructure and Economic Development Bank (IBank) and the Governor's Office of Economic Development (GO-Biz) in a discussion about green financing. With more and more state's climate goals clearly defined, ambitious, and requiring unprecedented investment that exceeds what the public sector alone can spend; we discuss how the public sector must also catalyze the private sector to do its part to achieve the scale of the transformation required to meet our climate goals. Join us for the panel to learn about green financing through direct loans, bonds, other financing programs seeking capitalization including the Climate Catalyst Revolving Loan Fund, and how GO-Biz has specifically dedicated a team and resources to accelerate zero-emission vehicle market growth.

**Moderator**

Lina Benedict, Loan Origination Manager, California Infrastructure and Economic Development Bank (IBank)

**Panel**

Dan Adler, Senior Advisor, California IBank and the Governor's Office of Business and Economic Development

Tyson Eckerle, Deputy Director, ZEV Market Development, California Office of Business and Economic Development

Fariba Khoie, Bond Unit Manager, California Infrastructure and Economic Development Bank (IBank)

1:30 PM – 2:00 PM

**Virtual Room 3: Internet Access as a Civil Rights Challenge**

The lack of high-speed internet access in the current environment is a challenge for many communities throughout the United States today. Lack of such access limits educational, employment, healthcare, and civic engagement opportunities. The digital divide in both rural and urban areas represents a modern civil rights challenge that continues to leave millions of Americans behind. This panel will examine the problem and will discuss possible solutions.

**Moderator**

Seth Miller Gabriel, Director, BDO

**Panel**

Jay Brown, Managing Director, Hayat Brown

Chelsea Collier, Founder, Digi.City

Scott Rasmussen, Assistant Vice President, Empire State Development

2:00 PM – 2:15 PM

**15 Minute Break: Virtual Expo Hall Tour / Digital 1 on 1s**

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2:15 PM – 2:45 PM

**Virtual Room 1: The Impact of OMB Scoring on Our Nation's Infrastructure**

The deteriorating condition of our Federal assets is an ongoing challenge for our Nation. The impact of these non-maintained and underutilized properties has a huge cost and safety impact on end-users. P3s can provide a solution to these critical infrastructure challenges by incorporating private capital and investment into public assets. The value of the model is in the life cycle maintenance elements of the contract, delivering long term value to the taxpayers. Currently, OMB scoring rules prohibit private investment into this critical infrastructure and the assets and property remain underfunded and deteriorating. Join our distinguished panel to learn what the Federal government can do to change the way it approaches P3s and private sector innovation, and what the impact could be on the American taxpayers.

**Moderator**

Jack Basso, Senior Advisor, WSP

**Panel**

Elliot Doomes, Professional Staff, U.S. House of Representatives - Appropriations

Norman Dong, Managing Director, FD Stonewater, and former Commissioner of Public Buildings, U.S. General Services Administration

Matthew Neuringer, Senior Associate, Orrick

2:15 PM – 2:45 PM

**Virtual Room 2: P3 in a Global Pandemic (Sing along with us - It's a Small World After All...)**

Panelists from the US and Europe address the real-world and real-time impact to international projects in the COVID and post COVID world. They will discuss how both the public sector and the private sector are thinking about the long-term impact to P3s, as it relates to designing, financing, and executing projects around the world. This is an interactive discussion, so the audience is invited and expected to join in with questions.

**Moderator**

Jason Klumb, Attorney/Advisor, Jason Klumb LLC; former Regional Administrator/SES, US General Services Administration

**Panel**

John Buttarazzi, Founder, P3 Results/Liberty Hall Advisors; Adjunct Professor, Georgetown University, Washington, DC

Ken Creighton, Director of Thought Leadership and Future Practice, Royal Institute of Chartered Surveyors (RICS)

Jill Jamieson, Principal, Illuminati Infrastructure Advisors, Washington, DC

Dr. Oliver Krueck, Principal, Economics Consultancy Services (ECCOS), Frankfurt, Germany



2:15 PM – 2:45 PM

### **Virtual Room 3: Competition, Collaboration, or Both? The Evolution of P3 Procurement Approaches**

As US P3 procurements have evolved, and private sector risk tolerances have been tested on some transactions, there has been an increasing desire to find new ways to procure P3 projects beyond the RFQ/RFP firm fixed price bid approach. More collaborative approaches like Progressive Design-Build, Project Development Agreement, and Alliancing have been rising as alternatives providing more flexibility. This panel will discuss the advantages and disadvantages of these different approaches from the perspective of both the public and private sectors, and situations in which each may be preferred.

#### **Moderator**

Jim Ziglar, Principal, Rebel

#### **Panel**

Brian Dugan, Managing Director, Edgemoor Infrastructure and Real Estate

Judi Mosqueda, Director of Project Management, San Francisco International Airport

Tara Smith, Director, Miami-Dade County Internal Services Department

2:15 PM – 2:45 PM

### **Virtual Room 4: Southwest Library Case Study: Resilience at the Building Scale**

Examining the various scales of resilience, where do individual buildings fit? The SW Library is the latest neighborhood library replacement project in the DC Public Library System. It anchors the heart of the resurgent Southwest Neighborhood, DC's reimaged waterfront, and new Wharf Development. The project team will share the story of the SW Library and describe the project from their viewpoints. Together, they will answer questions about the project, resilience, and collaboration, including:

- Why do building owners and developers want to pursue resilient initiatives?
- How is the library and this project an integral piece of a larger resilient community?
- How did resilient strategies guide the design and construction team?
- What are the resilient strategies integrated into the SW Library?
- Was the SW Library constructed and delivered differently because of the resilient initiatives?
- What is Mass Timber and how is it part of the SW Library story?

#### **Moderator**

Chris Morrison FAIA, LEED-AP BD+C, Managing Director, Principal, Perkins&Will

#### **Panel**

Lucas Epp, Engineer and Builder, StructureCraft

Jim Lears, Business Manager, Turner Construction

Carl Knutson, AIA, Design Director, Principal, Perkins&Will

Jaspreet Pahwa, Assistant Director, Capital Planning & Construction, DC Public Library

2:15 PM – 2:45 PM

### **Virtual Room 5: The Future of High Speed Ground Transportation: The Hyperloop Public-Private Pilot Project ("P4")**

This session will focus on the current status and development of Hyperloop transportation, featuring a description of the Hyperloop Certification Center Pilot Project recently announced by Virgin Hyperloop. This advanced technology ground transportation center will be located in West Virginia near the Canaan Valley National Wildlife Refuge. The project will incorporate technology development, system testing, and certification for movement of freight and passengers, and create a pilot project with a six+

mile long Hyperloop tube as the first step in a large-scale connectivity program between the Midwest and the Washington DC region. The project is a public-private undertaking, with a Memorandum of Understanding already executed between the State of West Virginia Development Office, the West Virginia University, Western Pocahontas Properties, and Virgin Hyperloop. This session will explore hyperloop technology, funding and financing for the program, and the ways in which this unique public-private partnership for technology development and deployment was crafted.

**Moderator**

Michael Schneider, Vice President of Project Development, Virgin Hyperloop and Managing Director, InfraStrategies LLC

**Panel**

Sarah Biller, Executive Director, Vantage Ventures – West Virginia University  
Ryan Kelly, Vice President of Marketing and Communication, Virgin Hyperloop  
Sharon Greene, Managing Principal, InfraStrategies LLC and Chair, Committee on Public-Private Partnerships, American Public Transportation Association (APTA)

3:00 PM – 3:30 PM

**Virtual Room 1: Win-Win Solutions for Risk Management to Prevent and Resolve Disputes on P3 Projects Using Dispute Review Boards**

Disputes and claims have been a part of construction projects for many years and oftentimes drag out well after 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 parties involved. Recently the P3 market has seen constructors withdraw due to disputes and claims on projects. This workshop discusses how Dispute Review Boards (DRBs) have been used by P3 projects to reduce and eliminate disputes. By having a DRB start at the beginning of a construction project, the DRB can often help involved parties avoid disputes by being proactive with the parties in getting issues and disputes resolved while the project is on-going, so at the end of the project, there are no remaining disputes. This panel will present best practices for developing and implementing DRBs for PPP Projects.

**Presenters**

Kurt Dettman, Esq., President Constructive Dispute Resolution  
Elizabeth A. Tippin, Esq. FCIArb, LEED AP, President, DRBF, Region One

3:00 PM – 3:30 PM

**Virtual Room 2: Building Capacity and Resiliency through P3s in Healthcare**

As COVID-19 cases peak for a second time across the country we are reminded of the toll that COVID-19 takes on our community and our centers of care. Data suggests that indigent communities within our cities are most impacted by the spread of the disease. Many hospitals in these urban centers were fiscally strained prior to COVID-19's arrival and without proper intervention may be in a more dire situation. Public and private leaders will discuss how P3s can be a tool in our journey to build out additional capacity and resiliency in our health systems as they battle the COVID-19s of the future.

**Moderator**

Jen Boss, Senior Director, Hayat Brown



## Panel

Rex Holloway, Senior Vice President and Partner, The Hammes Company

Patrick Pilch, Senior Managing Director & National Healthcare Leader, The BDO Center for Healthcare Excellence & Innovation

Jay Brown, Chairman and Managing Director, Hayat Brown

3:00 PM – 3:30 PM

### **Virtual Room 3: Strategies & Tactics for Public-Private Partnerships at the State & Local Level**

State and local governments across the nation are facing the common challenge of aging portfolios of government-owned facilities that are in significant need of renewal or replacement. Given the timing and uncertainties of the capital budgeting process, coupled with the fiscal challenges inflicted by the COVID-19 pandemic, state and local governments are increasingly looking to public-private partnerships to keep pace with significant infrastructure needs in communities across the country.

The panel will examine how state and local governments can create a foundation of support for public-private partnerships to address critical facilities needs in these unprecedented times. The panel will feature an open and candid conversation about challenges that state and local representatives often face when turning to the P3 delivery method, along with recommended strategies and tactics to secure legislative approval and obtain statutory authorization.

## Moderator

Nick Iauco, Managing Director, FD Stonewater

## Panel

Michael McShea, Executive Vice President & Co-Leader of State and Local Government Practice, CBRE

Raelin Storey, Communications & Economic Development Director, City of Hollywood, Florida

3:00 PM – 3:30 PM

### **Virtual Room 4: USDA Rural Development OneRD Guarantee Loan Initiative**

On October 1, 2020, USDA officially cut red tape to increase private investment in rural communities across the country by making it easier for lenders to access four flagship Rural Development loan programs. Through a series of regulatory reforms known collectively as the OneRD Guarantee Loan Initiative, the Department has standardized requirements, processes, and forms for the:

- Water and Waste Disposal Loan Guarantees Program;
- Community Facilities Guaranteed Loan Program;
- Business and Industry Guaranteed Loan Program; and
- Rural Energy for America Program Loan Guarantees.

These policy and process improvements will create a faster and better customer experience and expand access to capital for rural businesses and economic development projects. In this presentation, we provide an overview of the OneRD Guarantee Loan Initiative and deep dive into our Water and Waste Disposal Programs and increased opportunities for Public-Private Partnerships.

## Presenter

David A. Flesher, Community Programs Specialist, Water and Environmental Programs, Rural Development, USDA

3:45 PM – 4:15 PM

**Closing Conversation: The Future of Innovative Delivery and Financing Methods**

Delivery of infrastructure across the United States has largely been driven by state and local governments, with support from the Federal government's existing financing and grant programs. This closing conversation will focus on both the Federal and state perspectives on opportunities that exist at state and local level and ways we can further stimulate the innovative delivery and financing markets for infrastructure across the United States.

**Presenters**

Morteza Farajian, Executive Director, Build America Bureau

Jim Ray, Corporate President, HNTB

4:15 PM – 5:00 PM

**Networking Happy Hour**

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5:00 PM

**2020 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.

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The Concourse Group (Concourse) is a nationally recognized P3 advisory firm with over 19 years of real estate, finance, and energy experience assisting clients implement P3 programs to monetize assets, promote investment, rejuvenate infrastructure, and drive efficient operations. Our technical solutions have supported over 200 successful P3 projects that include over 12 million square feet of mixed-use developments (office space, educational, housing, medical, retail) and renewable energy, utilities, and infrastructure P3 assignments valued at \$16B+ nationwide.

Our clients engage us at the earliest stages of a project to determine feasibility of a P3 structure or preferred alternative approach. We then develop the concept, create business case analysis, conduct constituent/community outreach, draft the RFP or requirements package, evaluate the RFP responses, and negotiate with developers. We mitigate risks when dealing with the private sector and protect the public sector interest's every step of the way.

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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. EYIA is a registered municipal advisor. For governmental clients considering new systems, major expansions, significant renewal work and/or PPP initiatives, we can assist in the development of long-term investment plans, as well as agency-wide programs and policy frameworks.

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Gilbane has delivered, or currently has underway, more than 41 diverse P3s for a variety of public and private partners, valued at a total of over \$3 billion, and delivered 735 P3 or public sector projects totaling \$27.6 billion over the last 10 years alone.

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# FENGATE

Fengate is a leading alternative investment manager focused on infrastructure, private equity and real estate strategies.

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We are proud to be one of the first asset managers to enter the North American infrastructure sector. We have worked hard to earn our reputation as a trusted and innovative developer and proven financial partner, and to establish strong market relationships with design-builders, operators and developers.

We are focused on public-private partnerships, contracted power and contracted utilities. With a dedicated team of more than 50 professionals, Fengate Infrastructure leads carefully targeted investment pursuits through consortia building, qualification and proposal phases, through to commercial and financial close.

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Comprised of experienced, savvy professionals, Hayat Brown provides services in engineering and P3, real estate and infrastructure advisory. Diversely-staffed and minority owned, Hayat Brown's mission is to improve society by helping governments, private companies and universities deliver capital improvements that promote equitable and financially stable communities for living, learning, justice and health. We are committed to bringing long-term revitalization and economic development to much-needed urban areas.

## Jenifer Huestis Boss, PMP

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HNTB Corporation is an employee-owned infrastructure firm serving clients, both public and private, nationwide. With 106 years of service in the United States, HNTB understands the life cycle of infrastructure and consistently and sustainably addresses clients' most complex technical, financial, strategic and operational challenges.


Our depth of client relationships and custom approach to alternative delivery allow us to help clients optimally identify and manage risks, and structure and deliver projects and programs. HNTB is dedicated to helping clients navigate an evolving infrastructure landscape through providing innovative solutions that drive success.

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IDE Assets is a leading water and wastewater project development company, bringing vast experience in financing complex water project from start to finish, while harnessing the technological expertise of IDE Technologies.


the company identifies, develops, designs, finances, owns and operates large water infrastructure projects worldwide. With experience dating back to the late 20th century, IDE Assets is a world pioneer in the development of Greenfield PPP projects in the water field, proven expertise across all disciplines in the water technology market, and unrivalled experience in operating and maintaining large and complicated water infrastructure projects.

With a partnership approach at the forefront of our activities, we offer the most effective and risk-free solutions to our valuable customers, efficient risk allocation and the delivery of the most advanced, robust and cost-effective outcome, in the shortest possible time.

Video: <https://youtu.be/b2f7pLYM4Qo>

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Johnson Controls is a global provider of building systems, equipment and technologies that maximize overall building efficiency and performance. JCI delivers products, services and solutions that increase energy efficiency making operating costs more predictable and sustainable necessary to guarantee outcomes over long concession periods.

Our portfolio is a cross section of diverse social infrastructure facilities. We currently have eighteen (18) projects in Operations and have a strong performance history and customer satisfaction record with all.

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# Perkins&Will


Perkins&Will is an architectural firm with disciplines in strategic, academic, and facility planning, urban design, branding, and interior design. We have worked with more than 375 colleges and universities across the country and the globe. Our practice is diverse, with expertise in almost every aspect of higher education, from campus planning to student life facilities and the complex detailing of innovation and research buildings.

Our design process is a partnership. We work with our clients to develop visionary planning that will withstand the test of time and to create distinctive buildings and environments that are grounded in the unique mission and culture of each institution.

## David Damon, AIA, LEED AP

Practice Leader, Principal

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Plenary Group is an independent long-term investor, sponsor and operator of public infrastructure.



We have become North America's leading specialized developer of long-term partnership projects, with a project portfolio of more than USD\$16 billion across both the United States and Canada, including more than 50 projects in the health, transportation, defence, justice, education, energy and government accommodation sectors.

Plenary creates community assets that offer value for money for governments and taxpayers, and we actively manage the performance of our projects with an uncompromising focus on lifecycle performance. We adopt a holistic approach to delivering projects by embracing finance, planning, design, construction, complementary commercial development and asset management operations.

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PCL is a group of independent construction companies that carries out work across Canada, the United States, the Caribbean, and in Australia. These diverse operations in the civil infrastructure, heavy industrial, and buildings markets are supported by a strategic presence in more than 30 major centers. Together, these companies have an annual construction volume of \$8 billion, making PCL the largest contracting organization in Canada and one of the largest in North America. Watch us build at PCL.com.

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Star America, a subsidiary of Tikehau Capital, a European listed alternative asset management and investment group with €25.7 billion of assets under management (as at 30 June 2020) and shareholder equity of €2.8 billion (as at 30 June 2020), is a U.S. headquartered developer and manager of infrastructure assets in North America. With an investor base that includes large institutional investors such as insurance companies and pension funds, among others, Star America focuses on delivering infrastructure projects primarily across the transportation, social, environmental and telecommunications sectors. Star America's mission is to become the preferred partner in rebuilding America's infrastructure.

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UBS provides financial advice and solutions to individual, institutional, governmental and corporate clients worldwide. The operational structure of the Group is comprised of our Corporate Center and four business divisions: Global Wealth Management, Personal & Corporate Banking, Asset Management and the Investment Bank. UBS's strategy builds on the strengths of all of its businesses and focuses its efforts on areas in which it excels, while seeking to capitalize on the compelling growth prospects in the businesses and regions in which it operates, in order to generate attractive and sustainable returns for its shareholders. All of its businesses are capital-efficient and benefit from a strong competitive position in their targeted markets.

The Public Finance business resides in Wealth Management and serves the needs of government entity and not-for-profit issuer clients and investors. With a national footprint, extensive experience in serving municipalities and a keen understanding of all investor segments, we help our clients achieve their goals with best-in-class solutions.

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Our firm is committed to solving challenges in the alternative delivery market through innovative planning and design, extensive knowledge of permitting processes, and a unique understanding of public-private partnerships (P3). We deliver value to our clients through deep industry understanding combined with local insight, access to senior advisors with P3 experience, and an integrated package of professional services.

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# 2020 P3 Government Conference Program: Daily Schedule

## DAY 1: WEDNESDAY, DECEMBER 9, 2020 (all sessions times in EST)

12:00 PM - 1:00 PM	Welcome & Opening Panel: 2021 Outlook in Congress: A Conversation with P3 Coalition Members				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
1:15 PM - 1:45 PM	A Balancing Act - Challenging Issues in P3 Risk Allocation	A Deeper Dive into Project Development Agreements	Prioritizing Diversity and Inclusion in the Infrastructure Community	Oahu's Joint Base Pearl Harbor Transit Development	From Capital's Perspective - What Might Be Possible Next Year
2:00 PM - 2:30 PM	Airports, Highways & Transit: What's Needed from Washington for COVID Recovery	How Cities & States Can Expand Their Infrastructure Delivery in Light of a Reduced Federal Role?	Meeting the Needs for the Nation's Water Infrastructure: The Use of P3s	A New Staged and Collaborative Approach to P3s: The Progressive P3	COVID and Construction in Public Works Infrastructure
2:30 PM - 2:45 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Co-Chair Sponsor: HNTB</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:45 PM - 3:15 PM <small>(N.B. Virtual Room 1 starts at 2:15 PM)</small>	<i>Note: This session starts at 2:15PM</i> Federal Real Estate Outlook Under the New Administration	Federal Agency Coordination to Streamline P3 Project Development	Recent Case Studies: the Good, the Bad, and the Ugly	Bridging the Digital Divide - Broadband and the Role of P3	P3's Role in Resilient Reconstruction Post-Disasters
3:30 PM - 4:00 PM	WIFIA Borrower Panel	The Impact of P3 on Transit Recovery	A Template for Instilling Confidence in the Procurement Process	Avoiding Pitfalls: Some Common Characteristics of Stalled or Failed P3 Projects	Avoiding Pitfalls: Some Common Characteristics of Stalled or Failed P3 Projects
4:15 PM - 5:00 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Program Partner: AIAI</i>				



# 2020 P3 Government Conference Program: Daily Schedule

## DAY 2: THURSDAY, DECEMBER 11, 2020 (all sessions times in EST)

12:00 PM - 12:45 PM	Opening Keynote Panel – Fireside Chat with former U.S. Secretary of Transportation, Rodney E. Slater				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
12:45 PM - 1:15 PM	The Future of American Infrastructure	Driving Private Sector Investment in Mass Transit Infrastructure	Maximizing Benefits Through True Partnership for Water P3s	Working with Government Agencies to Implement Transportation P3s	Broadband P3s: Challenges and Opportunities
1:30 PM - 2:00 PM	A P3 Conversation Across Agencies	Ready, Set, Whoa! Upcoming Political, Policy and Project Developments in Kansas City	How Transportation Infrastructure Catalyzes Community-Led Development	The Role of Technology in Driving Infrastructure Innovation	Meeting or Exceeding MWDDBE Goals on Public Sector Projects
2:00 PM - 2:15 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Diamond Sponsors Diamond Sponsors: Fengate   UBS</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:15 PM - 2:45 PM	Partnership Models for Community Revitalization	New District Energy P3 Projects	Rail Projects Generations in the Making: How it Happened	How Risks Get Assessed Post-Pandemic	Financing for Rural Transportation with the TIFIA Rural Project Initiative
3:00 PM - 3:30 PM	How Transit Agencies are Recovering from COVID: Lessons from the Front Lines	Your Project Readiness Checklist: Preparing for the Recovery in 2021	Bridging the Divide: Promoting Equity through P3 Projects	Social Infrastructure P3's & Public Engagement Success Strategies	O&M for the Adaptive City Core
3:45 PM - 4:15 PM	Green Banks: Building Resiliency in Your Community	Tax Policy and Infrastructure – What to Understand in a P3	Resiliency at the City Level: What We Can Learn from Our Nation's Capital	Capturing Value in Existing Assets: A Biogas Snapshot	
4:30 PM - 5:30 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Diamond Sponsors: Plenary   WSP</i>				

# 2020 P3 Government Conference Program: Daily Schedule

## DAY 3: FRIDAY, DECEMBER 11, 2020 (all sessions times in EST)

12:00 PM - 12:45 PM	Opening Conversation: Mayor's Panel: How Major Initiatives Are Getting Done				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
12:45 PM - 1:15 PM	Energy Infrastructure Solutions in Practice	Critical Factors to Preparing A Successful Procurement	How Can Installations Build Resiliency with Micro-Grids Following the Navy Model?	Points of Pressure and Opportunity in the New Year	
1:30 PM - 2:00 PM	Let's Not Lose Sight Folks: Sensible Infrastructure Public Policy for Everyone	Green Financing Programs - Catalyzing the Private Sector	Internet Access as a Civil Rights Challenge	The Hyperloop Public-Private Pilot Project	
2:00 PM - 2:15 PM	Networking Break   Explore Our Virtual Expo Hall <i>Special Thanks to Our 2020 Platinum Sponsors: Ardian   Goldman Sachs</i>				
	Virtual Room 1	Virtual Room 2	Virtual Room 3	Virtual Room 4	Virtual Room 5
2:15 PM - 2:45 PM	The Impact of OMB Scoring on our Nation's Infrastructure	P3 in a Global Pandemic <i>(It's a Small World After All...)</i>	Competition, Collaboration or Both? The Evolution of P3 Procurement Approaches	Southwest Library Case Study: Resilience at the Building Scale	The Hyperloop Public-Private Pilot Project
3:00 PM - 3:30 PM	Risk Management Solutions to Prevent & Resolve Disputes on P3 Projects	Building Capacity and Resiliency through P3s in Healthcare	Strategies & Tactics for Public-Private Partnerships at the State & Local Level	USDA Rural Development OneRD Guarantee Loan Initiative	
3:45 PM - 4:15 PM	Closing Conversation: The Future of Innovative Delivery and Financing Methods at the Federal and State Levels				
4:15 PM - 5:00 PM	Happy Hour: Video Chat in Networking Hall <i>Special Thanks to Our 2020 Platinum Sponsors: Hayat Brown   PCL</i>				

# BE PART OF THE MOVEMENT



*LA DOTD Secretary Dr. Shawn Wilson and Jim Ray of HNTB recently appeared on KALB's Good Day Cenla in Louisiana, to discuss P3s and America's infrastructure needs.*

## AIAI

Association for the Improvement  
of American Infrastructure

Whether on panels, committees or media opportunities, AIAI members are at the forefront of the P3 Conversation. Visit our booth to find out how AIAI membership provides value to your organization through visibility, education and advocacy, as we work together to improve our Nation's infrastructure.

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