

# AGENDA

**Monday, September 13, 2021**

## **PRE-CONFERENCE ACTIVITIES**

**8:00 AM – 1:00 PM**

**Conference Check-In, Registration, and Exhibitor Set-Up**  
*Expo Hall*

**9:00 AM – 10:30 AM**

**P3 101 Questions and Answers Breakfast Workshop (Open to Public Sector Attendees Only | Advanced Registration Required)**

*Dallas Ballroom D3*

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

### **MODERATOR:**

**Joe Wingerter**, Vice President Project Development, Kiewit Development Company

### **PRESENTERS:**

**Bryan Kendro**, Senior Program Management Consultant, RS&H

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

### **SPECIAL THANKS TO:**



**10:30 AM – 12:00 PM**

**P3 Direct Bootcamp: Financing (Open to Public Sector Attendees Only | Advanced Registration Required)**

*Dallas Ballroom A1*

Join AIAI for an in depth discussion on financing. One of three P3Direct bootcamps, this conversation will focus on the use of PABS, TIFIA, taxable debt, and other financing tools.

### **DISCUSSION LEADERS:**

**Adam Giuliano**, Partner, Kaplan Kirsch Rockwell

**Adam Hesketh**, Managing Director, KPMG

**Gregory Johnson**, Partner, Squire Patton Boggs

**Sia Kusha**, Senior Vice President, Group Head Business Development & Partnering, Plenary Americas

**Umer Yaqub**, Director, P3 Co-Lead, BDO USA

### **SPECIAL THANKS TO:**



## FORMAL CONFERENCE ACTIVITIES

**1:00 PM – 2:00 PM**

### Conference Welcome and Opening Conversation: AIAI's Mondays With Marshall

*Dallas Ballroom BC*

As part of our opening session, enjoy a glimpse into an exclusive AIAI member experience as we unveil the very first live “Mondays with Marshall”. AIAI’s Senior Policy Advisor, Marshall Macomber emerges from behind the screen and shares insight on policy and legislative updates with some laughs along the way.

#### HOST:

**Marshall Macomber**, Senior Policy Advisor, AIAI

#### PANELISTS:

**David Alvarez**, Vice President, Strategic Advisory Practice, CPM

**Lisa Buglione**, Executive Director, AIAI

**Robert Cook**, Director of Government Relations, Garver USA

**Steve DeWitt**, Senior VP Business Development, ACS Infrastructure

**Sia Kusha**, Senior Vice President, Group Head Business Development & Partnering, Plenary Americas

**Seth Miller Gabriel**, Director, P3 Co-Lead, BDO USA

**2:00 PM – 3:00 PM**

### Opening Plenary: Highlights from the Bipartisan Infrastructure Bill – The Outlook for P3s

*Dallas Ballroom BC*

President Biden and leaders in Congress are crossing the political divide to move the largest infrastructure bill forward in decades. Looking ahead, with hopes of its final passage soon in Congress, thought leaders from across the P3 industry discuss their views of what’s to come. What’s possible for P3? How can industry help? What about new opportunities for private capital to unlock value and leverage new public investments?

#### MODERATOR:

**Marshall Macomber**, President / Senior Policy Advisor, Think P3 / AIAI

#### PANELISTS:

**Jim Ray**, Corporate President HNTB, Former Senior Advisor for Infrastructure U.S. Department of Transportation

**Nicolas Rubio**, CEO, Meridiam

**Bill Shuster**, Senior Policy Advisor, Squire Patton Boggs, Former U.S. Congressman

**Rodney Slater**, Partner, Squire Patton Boggs, Former Secretary of Transportation, U.S. Department of Transportation

**3:00 PM – 3:30 PM**

### Networking and Coffee Break | Expo Hall

SPONSORED BY: 

### 3:30 PM – 4:30 PM

#### Prince George's County Public Schools' Landmark P3 and Its Impact on K-12 Opportunities

*Dallas Ballroom BC*

Faced with an \$8.5B backlog, overcrowding, and a global pandemic, Prince George's County Public Schools ("PGCPS") found itself at a crossroads early last year with their first of its kind in the United States K-12 P3: cancel/delay their procurement or move forward and stand behind their promise to deliver 6 schools in 30 months for 8,000 students. In the face of these seemingly insurmountable obstacles, PGCPS and their private partners will share how their respective disciplines came together to successfully reach financial close, implement this \$500M P3 and deliver much-needed classroom space for the children of Prince George's County. Panelists will also share key lessons learned, what's needed for success, and their thoughts on the future of K-12 P3s in the US.

#### PRESENTERS:

**Brian Ast**, Director, Honeywell

**Mac Bell**, Managing Director, Fengate Asset Management

**Paul Choquette III**, Executive Vice President, Gilbane Building Company

**Darin Early**, Managing Director, Gilbane Development

**Bob Hunt**, Managing Director, JLL

**Jason Washington**, Prince George's County Public Schools

### 3:30 PM – 4:30 PM

#### How Do I Deliver a Project with the P3 Model? Best Practices for Successful Procurement Process

*Dallas Ballroom D3*

The panel will discuss the key issues that public agencies 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.

#### MODERATOR:

**Judah Gluckman**, Principal Consultant, WSP

#### PANELISTS:

**Terry Burgis**, Senior VP Asset Development, Kiewit Corporation

**Roderick Devlin**, Partner, Nixon Peabody LLP

**William Gorham**, Vice President, Business Development and Partnering, Plenary Americas

### 3:30 PM – 4:30 PM

#### P3s as a Driver of Capital Program Excellence

*Dallas Ballroom D2*

Successful capital programs that consistently deliver on their target ROI are structured around key stages of the capital program value chain and have shifted their mindset from delivering projects to enabling the enterprise mission. How are these premier capital programs integrating P3 and alternative delivery into their successful capital programs? This panel will examine how the most successful and innovative capital programs use alternative delivery to achieve their broader capital program goals.

#### MODERATOR:

**David Spector**, Director – Infrastructure Advisory, KPMG

#### PANELISTS:

**Faizan Habib**, Program Manager, Virginia DOT

**Anna Hermelin**, Partner, Ashurst

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

**3:30 PM – 4:30 PM**

**The Road Ahead: Autonomous Transportation Solutions - Benefits, Implications, Issues and Complexities**

*Dallas Ballroom D1*

Participate with a panel of experts on autonomous transportation as we discuss and debate different approaches to implementing the latest technological advances and applications to autonomous transportation systems. The benefits are both known and imagined but the implications, issues and complexities are many. From risk to regulation these systems will be a step change to the future of transportation and are being driven by the private sector but require innovative partnerships with the public sector to implement. This session will explore how innovative transit agencies, technology innovators and infrastructure developers are leveraging these technologies to improve mobility and safety, reduce congestion and save money.

**MODERATOR:**

**Michael Palmieri**, President and Founder, P3 Point

**PANELISTS:**

**Eivind Dueland**, Regional SVP of Development, Amber Infrastructure

**Peter Kenny**, SVP, CAO & GC, Cavnue, LLC

**Mauricio Paez**, Partner, Jones Day

**Brian Renehan**, Senior Director, Alternative Delivery, WSP

**3:30 PM – 4:30 PM**

**Green Bonds and Green Loans: Financial Products for a Sustainable Future**

*Dallas Ballroom A3*

Increased demand for green loans, green bonds and other green financial products and related initiatives are opening the door to increased financing opportunities for P3 projects. The heightened demand is also driving lower cost of capital when green financing is involved. Investors and banks are increasingly seeking green products to round out their portfolios, provide stability to their investors and meet the demand for sustainability. Many P3 projects meet the requirements for designation as green financing, including mass transit, water, energy and similar projects. This panel will focus on the increased demand for green financial products and the way P3 projects can benefit from green financing.

**PRESENTER:**

**Sarah Christian**, Of Counsel, Winstead

**PANELISTS:**

**Francisco Brugueras**, Director, Barclays

**Jeff Diehl**, CEO, Rhode Island Infrastructure Bank

**Matt Levin**, Managing Director, Stifel, Nicolaus & Company, Inc.

**Stephen Morel**, CIO, Montgomery County Green Bank

**3:30 PM – 4:30 PM**

**Contractors and P3: What to Expect/What's Expected, Who are These People, Why Things Are Going This Way, and How to Participate**

*Dallas Ballroom A2*

This panel offers a brass-tacks, give-it-to-you-straight, perspective from P3 market industry participants at all corners of a transaction, financing parties/investors, and their advisors to offer contractors that are interested in pursuing a project delivered under a P3, insights as to the roles, expectations, conventions, and risks. Contractor participation in a P3 is not only about risk estimation and low price, but other measures of value.

The panel intends to cover such topics as: where risks reside; expectations relating to payment, performance, warranty security; how risk assessments by credit agencies and prospective lenders influences risk discussions; estimating versus quantifying risks for bid pricing; solicitation competitive tension; who talks, who goes to what meetings, etc.; what the agreements are “behind the curtain” and how they work; issues and potential returns relating to contractor equity participation; and what advisors and when to hire them.

**MODERATOR:**

**John P. Smolen**, Partner, Ballard Spahr LLP

**PANELISTS:**

**Greg Kitscha**, Managing Director, PPP & Projects, John Laing Group

**Thomas Mulvihill**, Managing Director and Group Head of Infrastructure Finance and Public-Private Partnerships, KeyBanc Capital Markets

**Mike Wawzkiewicz**, Senior Project Manager, Alternative Project Delivery Group, Garver USA

**3:30 PM – 4:30 PM**

**Unleashing Innovation for P4s in Disaster and Risk Mitigated Resilience: Alternative Project Development, Financing**

*Dallas Ballroom A1*

With over \$1 trillion in losses due to weather and man-made disasters, public and private response can no longer sustain historical recovery and rebuild strategies. Join us for an interactive discussion among leaders from insurance, reinsurance, non-profit, and alternative project development-investment, focusing on private-philanthropic-public partnerships to address current and emerging disaster and risk mitigation challenges from persistent threats of drought and flood, spills and leaks, fires and explosions, snow and ice, health and pandemics.

**MODERATOR:**

**Richard Seline**, Managing Partner, Resilience Opportunity Advisors and Resources (ROAR Partners)

**PANELISTS:**

**Francis Bouchard**, Former Global VP, SwissRe

**Michael Herzberger**, Former Project Engagement Manager, State of Maryland Office of Regulatory Affairs

**Tariq Taherbhai**, Chief Operating Officer, Global Construction & Infrastructure, AON Public Sector

**4:30 PM – 5:30 PM**

**New Market Opportunities**

*Dallas Ballroom BC*

As renewables supply an ever-larger share of power production, and electrification incentives grow in scope and scale across all levels of government, opportunities for new partnerships in clean energy are growing. What roles are P3 investors and developers playing in advancing a net-zero emissions economy? How and why are owners embracing innovative clean energy solutions? Join noted energy infrastructure experts as they describe cutting edge public-private partnerships that are meeting the clean energy demands of agencies across our nation.

**MODERATOR:**

**Emily Huggins Jones**, Partner, Squire Patton Boggs

**PANELIST:**

**Daniel Smith**, National Practice Director, Remediation Program Management, BSI Group

**Bobby Lewis**, Vice President, HNTB

**4:30 PM – 5:30 PM**

**How Do I Design a P3? Best Practices in Deal Structuring and Contract Management**

*Dallas Ballroom D3*

The basis of all good P3s is in the structuring of the deal and the management/oversight of the contract. During this session both public and private sector experts will discuss best practices for P3 deal structuring. They will also share their views on best practices for contract management.

**MODERATOR:**

**Brent Butzin**, Partner, Kaplan Kirsch & Rockwell LLP

**PANELISTS:**

**David Alvarez**, Vice President, Strategic Advisory Practice, CPM

**Brandey McDonald**, Project Director, Infrastructure Asset Management, Fengate

**Mark Melson**, Chief Investment Officer, Star America

**Thomas Mulvihill**, Managing Director and Head of Infrastructure, KeyBanc Capital Markets

**4:30 PM – 5:30 PM**

**How Third Parties Can Make or Break a P3**

*Dallas Ballroom D2*

Third parties such as utilities, other government agencies, and even community stakeholders are an often-overlooked component of any major infrastructure project. But, with issues like environmental review, right-of-way acquisition, and utility relocation in play, they raise important technical, policy, legal, and commercial questions and can have a significant impact on the success or failure of a P3. This panel will explore how third-party risks can be identified, engaged, and mitigated to fully leverage the full potential of the P3 model.

**MODERATOR:**

**Dusty Holcombe**, Vice President, Transportation, RS&H

**PANELISTS:**

**Dolly Mirchandani**, Partner, White & Case LLP

**Rodney Moss**, Senior Vice President, Hunt Companies/Amber Infrastructure

**David Wylie**, Asset Director, North America, John Laing

**Manuel Zafra**, Director, US Business Development, Globalvia

**4:30 PM – 5:30 PM**

**Collaborative Contracting: Growing Interest Across North America**

*Dallas Ballroom A3*

Owners and Contractors continue to experience delivery challenges on large-scale P3s and other fixed-price delivery projects right across the US and Canada. The real-world experience of P3s is raising questions over the merits of the model itself, and whether a more collaborative model can deliver a better outcome for public infrastructure. Join us for a balanced panel discussion on the growing interest in collaborative delivery solutions (Progressive Design-Build, CM-AR, other Early Contractor Involvement models), how and where they make sense for Owners, and in what circumstances might private capital/P3 still make sense in a collaborative model.

**PRESENTER:**

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

**4:30 PM – 5:30 PM**

**The Infrastructure Investment and Jobs Act: What's the Impact on Airports?**

*Dallas Ballroom A2*

How will operators, airlines, airports, and passengers be affected by the infrastructure legislation working its way through Congress? And, what does the IIJA mean for new opportunities for the sector? The package includes \$25 billion for American airports and air traffic towers. America's airports are powerful engines for economic growth in local communities, and according to the Airports Council International, they generate more than \$1.4 trillion in annual economic activity and support nearly 11.5 million jobs. Join us for a lively discussion on the future of the US airport sector, building upon some of the conversations from our P3 Airport Summit in July.

**PRESENTERS:**

**Paul Bloom**, Vice President, Goldman Sachs

**Jeremy Ebie**, Co-Founder and Managing Partner, Phoenix Infrastructure Group

**Bob Montgomery**, CEO, Bob Montgomery Consulting

**Daniel Piñan**, Head of Corporate Development North America, Ferrovial Airports

**Tomer Pinkusiewicz**, Partner, Gibson Dunn

**5:30 PM - 7:30 PM**

**Opening Night Welcome Reception**

*Expo Hall*

Join us at this special networking event for all conference speakers and delegates.

SPONSORED BY:  **RUTAN**  
RUTAN & TUCKER, LLP

# Tuesday, September 14, 2021

**7:00 AM - 9:00 AM**

## **Networking Breakfast**

*Expo Hall*

SPONSORED BY: **Balfour Beatty**



**7:30 AM – 8:30 AM**

## **P3Direct Public Owners Workshop, Part 1 (During Breakfast | Advanced Registration Required)**

*Dallas A3*

Grab your breakfast and meet us for a workshop on project readiness with Virginia DOT's Deputy Director, Thomas Sherman.

PRESENTER:

**Thomas Sherman**, Deputy Director, VDOT

SPECIAL THANKS TO:



**8:00 AM – 8:30 AM**

## **Opening Conversation: Federal Real Estate Outlook Under the New Administration: A Conversation with GSA Buildings Commissioner Nina Albert**

*Dallas Ballroom BC*

Over the past decade, there has been considerable bipartisan support for more effective management of the Federal real estate portfolio. Join us for a fireside chat on the outlook for Federal real estate under the Biden Administration. The discussion will examine overall trends in space utilization and the long-term impact of the COVID-19 pandemic, the Federal budget outlook, and the impact on the Federal portfolio of owned and leased buildings. Commissioner Albert also will discuss whether and how the current focus on Opportunity Zones, disposition of under utilized real estate, and other priorities will continue. She also will share her perspective on the Federal outlook for public-private partnerships based on her past experiences with the District of Columbia Government and the Washington Metropolitan Area Transportation Authority.

PRESENTERS:

**Nina Albert**, Commissioner, Public Buildings, US General Services Administration

**Norman Dong**, Managing Director, FD Stonewater

**8:30 AM - 9:15 AM**

## **Morning Plenary: Building S4: Safe, Secure, Sustainable Schools: K-12**

*Dallas Ballroom BC*

As our schools and communities continue to face an ever-growing number of natural and human-made threats, it is essential to recognize that comprehensive school safety goes far beyond just physical security. Creating a safe, secure, and sustainable learning environment – a physical space – to support and educate our children and youth has become the focus of many communities around the country. Join industry professionals from both public and private sectors as they share their vision for K-12 and innovative approaches to providing Safe, Secure, and Sustainable Schools.

MODERATOR:

**Jensen Clarke**, Director, Infrastructure Investments, Fengate

PANELISTS:

**Claudio Andretta**, Director, Business Development, Public-Private Partnerships (P3), Johnson Controls

**Stephen B. Ballard**, Owner and Founder, SB Ballard Construction Company

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

**Jason Washington**, Director of P3 Program, Prince George's County Public Schools



**9:00 AM – 10:30 AM**

**P3Direct Bootcamp: Risk Allocation (Open to Public Sector Attendees Only | Advanced Registration Required)**

*Dallas Ballroom A1*

Join us for Boot Camp 2 as we address how risk transfer can deliver value, the types of risk, and the best practices for allocation and mitigation to ensure project success.

**PRESENTERS:**

**Steve Dewitt**, Senior VP Business Development, ACS

**Bryan Kendro**, Alternative Delivery Advisor for Infrastructure, RS&H

**Stephen Rae**, General Counsel, Liberty Mutual



**9:15 AM – 10:00 AM**

**Morning Plenary: ESG Unveiled**

*Dallas Ballroom BC*

The term ESG is used widely in the P3 infrastructure market, but what is it and what does it mean to industry stakeholders? Join members from AIAI's ESG Working Group and representatives from the public sector as they set out to understand the views of the various stakeholders on the meaning of ESG and the impact on infrastructure and the communities these assets serve.

**MODERATOR:**

**Jeremy Ebie**, Co-Founder, Managing Partner, Phoenix Infrastructure

**PRESENTERS:**

**Dr. Morteza Farajian**, Executive Director, Build America Bureau

**Joshua Goldman**, Director of Strategy & Business Development, Via

**Anthony Phillips**, Co-Head, PPP & Greenfield Projects, John Laing

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

**10:00 AM – 10:15 AM**

**Networking and Coffee Break**

*Expo Hall*



## 10:15 AM – 11:15 AM

### Mobility Recovery: Rethinking Mobility in a Post-COVID World

Dallas Ballroom BC

The COVID-19 pandemic has caused enormous headwinds for public transit systems in many major US metropolitan areas. According to the American Public Transit Association (APTA) transit systems lost an average of nearly 54% percent of their riders in 2020 as cities responded to the COVID-19 pandemic. Moreover, the funding streams that support capital investments and operations took significant hits as motor fuel and sales tax revenues declined. And while auto travel also declined substantially, it has rebounded more quickly than other modes. This, as well as the possibility of more sustained changes to resident and business preferences, has led to concerns that the COVID-19 pandemic could alter the nature of public transit investment for years to come. That said, the recovery of public transit will depend on a transportation system that's interactive, equitable, convenient, and affordable — made up of public and private sources — to compete with the personal car. This panel will discuss current and future trends in public transit, new business models, and how structured public-private partnerships can assist in rethinking mobility in a Post-COVID World.

#### MODERATOR:

**Eric Singer**, Partner, Bilzin Sumberg

#### PRESENTERS:

**Joe Aiello**, Retired Chairman, Fiscal and Management Control Board, MBTA and Senior Fellow, Center for International Environment and Resource Policy, The Fletcher School, Tufts University

**Yousef Salama**, Deputy Executive Director, Research, Analysis and Programming, Chicago Metropolitan Agency for Planning

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

## 10:15 AM - 11:15 AM

### How Do I Build a P3? Best Practices in Risk Allocation and Surety

Dallas Ballroom D3

The effective use of the P3 model is predicated on contractually allocating risk to the party most able to effectively manage it, but such risk allocation cannot occur in a vacuum. Risk allocation between parties must be aligned with project fundamentals such as performance, financing, and payment obligations, to ensure that parties are sufficiently incentivized to effectively manage their respective risks once the signed concession agreement becomes effective. A diverse panel representing multiple perspectives will offer real-world examples and insights into the critical links between effective risk transfer and incentives impacting both the private partner selection process and the successful implementation of the project concession agreement.

#### MODERATOR:

**Stephen Rae**, General Counsel, Liberty Mutual Surety

#### PANELISTS:

**Michael Kerrigan**, Vice President – National Practice Advisory, HNTB

**Mark Polston**, Director, Alternative Delivery Advisory Services, WSP

**Umer Yaqub**, Director, Infrastructure Advisory, BDO USA

## 10:15 AM – 11:15 AM

### Public to Private | Private to Public – Changing Perspectives

Dallas Ballroom D2

A panel of experts who have worked on P3s from both the public and private sectors offer some insights into bridging the two sides on topics such as delivery decisions, risk, and procurement. How can the two parties help move innovative delivery forward instead of getting in each other's way?

#### MODERATOR:

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

#### PANELISTS:

**Bryan Kendro**, Alternative Delivery Advisor for Infrastructure, RS&H

**Gail Lewis**, Principal Advisor, Strategic Consulting Services, HDR

**10:15 AM – 11:15 AM**

**Unique Approaches to Airport Innovation and Stakeholder Engagement**

*Dallas Ballroom D1*

Long-term leases implemented through a P3 with an experienced airport operator will allow the US airport owners to implement improvements and investments to upgrade passenger's experience, develop new routes and sources of revenue, and turn the airport into an economic engine of the community. In turn, airport owners will provide better service to end-users and create more opportunities for their employees, contractors, and small and local businesses. The support, experience, know-how, and financial involvement of an experienced operator are key in delivering these projects with success.

**MODERATOR:**

**Maria Cristina Casero Borges**, International Asset Management Director, Ferrovial Airports

**PANELISTS:**

**Mitchell Holzrichter**, Partner, Mayer Brown

**Robert Poole**, Director of Transportation Policy, Reason Foundation

**Iñigo Tellechea**, General Counsel, Ferrovial Airports North America

**10:15 AM – 11:15 AM**

**Addressing the Digital Divide: Perspectives from Cities, Counties and States**

*Dallas Ballroom A3*

The COVID crisis has refocused attention on the digital divide in the US, where 20% of the population has no access to broadband either because the service is not offered or because it is unaffordable. This is true in both rural and urban areas. All levels of government are finding innovative ways to address this issue by working collaboratively with the private sector and investors in various Public-Private Partnership (PPP) models. The availability of federal funding, in The American Rescue Plan Act of 2021 and Infrastructure bill, provides an impetus to move solutions forward.

This session will explore the roots of the digital divide, the models to address it, the sources of funding, and the opportunities to deploy private capital. Participants will hear from owners and stakeholders, about their experiences and best practices in addressing the digital divide.

**PRESENTERS:**

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

**10:15 AM – 11:15 AM**

**The Next Generation of P3: A Case Study of the LA County Vermont Corridor Administrative Office Building**

*Dallas Ballroom A2*

LA County's Vermont Corridor Administrative Office Building is a new \$345 million, 468,000 square foot, office building and ancillary parking structure built for Los Angeles County. The development team anticipates \$21 million in project savings returned to LA County, which will be used to reduce the County's rental obligation through the defeasance of debt. The building is expected to be completed later this month, 4 months ahead of schedule.

This presentation will explain how the County used an innovative approach that links integrated project delivery with the 63-20 progressive design-build delivery approach, a GMP, incentives to perform, and private life cycle management tools.

**PRESENTERS:**

**Erin Birkenkopf**, Vice President, Public Facilities Group

**John Finke**, President, Public Facilities Group

## **11:15 AM - 12:15 PM**

### **Top Ten Critical Issues When Procuring a P3**

*Dallas Ballroom D3*

This panel will present a step-by-step review of the ten critical issues that must be addressed when procuring a P3: Vision, Political Champions, Communication, Community, Commitment, Experience, Funding, Staff, Time, and Access.

#### **MODERATOR:**

**Branden Kiely**, Vice President, The Concourse Group LLC

#### **PANELISTS:**

**Brian Ansari**, President and CEO, Brian Ansari and Associates

**Samuel Franco**, President and Founder, Infravest Strategies

**Mike Schneider**, Managing Principal, InfraStrategies LLC

## **11:15 AM – 12:15 PM**

### **Utilization of a Public Charitable Trust to Ensure High-Quality Utility Service**

*Dallas Ballroom D2*

This panel will explore the benefits of creating a public charitable trust as an alternative to municipalization, franchising, or privatization of utility assets. Citizens Energy Group is one nation's largest utilities operating as a public charitable trust. Learn about how and why the trust was formed and what benefits it has provided for the company, the citizens in the company's jurisdiction and its ratepayers.

#### **MODERATOR:**

**Tom John**, Partner, Partner, Ice Miller LLP

#### **PANELISTS:**

**Phil Gentos**, Partner, Partner, Ice Miller LLP

**Sara Mamuska-Morris**, Director of Treasury, Citizens Energy Group

**Paul Okeson**, Executive Vice President at Garmong Construction

## **11:15 AM – 12:15 PM**

### **How to Implement Airport Projects Through a P3**

*Dallas Ballroom A3*

Airport authorities are increasingly looking to the private sector for funding and expertise to upgrade terminals, build transit links, and bring the traveler experience up to international standards. A few airport authorities are leading the way with innovative structures that will mobilize private capital to fund infrastructure improvements and improve the customer experience while at the same time retaining overall control and responsibility for their public mandate to provide a safe and efficient environment for the traveling public. This session navigates through the benefits afforded by the different P3 models and discusses the key components that exist in successful airport infrastructure P3s currently underway in the U.S.

#### **MODERATOR:**

**Ryan Yakubik**, Managing Director, Ernst & Young Infrastructure Advisors, LLC

#### **PANELISTS:**

**Larry Belinsky**, Managing Director, FRASCA & Associates, LLC

**Jorge Hernández**, President & CEO, Aerostar Airport Holdings, LLC

**Jorge Roberts**, CEO, Avports

## 11:15 AM – 12:15 PM

### How to P3 for Small to Mid-Sized Projects and Communities: Lessons Learned in Delivering Local Serving Projects under \$500M

Dallas Ballroom A2

A P3 is not one deal structure; it is a continuum of private involvement in public projects and public investment in private projects. This session will explore innovations in hybrid real estate/social infrastructure P3 projects and reviews the utility of various procurement, project delivery, and financing structures that should be considered for small- to mid-sized projects and/or local governments. Our focus will be on best practices and lessons learned, presented in an engaging and lively format. This session is designed for public officials who are: Still confused by the definition of a “P3”, Wondering if their deal is large enough to be a “P3”, Overwhelmed by the prospect of a 30- year O&M contract or a fully integrated DBFOM deal structure, and looking for clarity on how a P3 may work for their small to mid-sized projects.

#### MODERATOR:

**Korin Crawford**, Executive Vice President, Griffin| Swinerton

#### PANELISTS:

**Malcolm Harkness**, Director - Development, Clearway Community Energy

**Jerimi Henri**, Vice President of Development, Hunt Companies/Amber Infrastructure

**Seth Merewitz**, Partner; Chair P3 Working Group, Best Best & Krieger

**Andrew Moore**, P3 Manager, City of Austin

## 12:15 PM – 1:15PM

### Networking Lunch

Expo Hall

SPONSORED BY:  **ARMAND**  **HNTB**  **Transurban**

## 1:15 PM – 1:45 PM

### Lunch Keynote: Puerto Rico – Island of Opportunity

Dallas Ballroom BC

Join us as the Honorable Pedro Pierluisi, Governor of Puerto Rico, shares what's happening in Puerto Rico and what opportunities are on the horizon.

#### PRESENTERS:

**Eduardo Guzman**, Partner, Squire Patton Boggs

**Honorable Pedro Pierluisi**, Governor of Puerto Rico

## 1:45 PM – 2:30 PM

### Cyber Security and Safety in Smart Infrastructure

Dallas Ballroom BC

Rapid investments in a “smart” built environment for a more efficient and convenient world are not being complemented by a commensurate safety framework designed to protect lives and resources in society from cyber-attacks to technology. Cyber threats are expanding as ransomware attacks proliferate not just from Nation States, but from thousands of cyber hackers and criminals. Governments do not have the resources or flexibility to quickly respond with protections for all sectors of the U.S. economy. Our power grids, gas lines, water systems, transportation systems, (including airports) every building we walk into, and even our homes and cars, are at risk from bad actors. How can the Nation incentivize investments in the cyber protections of these essential assets?

#### PRESENTERS:

**Alan Friel**, Partner, Squire Patton Boggs

**Lucian Niemeyer**, Chairman of the Board, Building Cyber Security, and Principal, The Niemeyer Group LLC

## 2:30 PM – 3:30 PM

### **Puerto Rico: Program, Partnership and Pipeline**

*Dallas Ballroom BC*

Join this session to hear about the Puerto Rico program, the partnerships and the projects that are impacting the communities they serve. Executive Director Fermin Fontanes and program partners will share updates on the projects that are underway and the pipeline of opportunities.

#### MODERATOR:

**Eduardo Guzman**, Partner, Squire Patton Boggs

#### PANELISTS:

**Julián Fernández**, CEO, Metropistas

**Fermin Fontanes**, Puerto Rico P3 Authority

**Jorge Hernández**, President & CEO, Aerostar Airport Holdings, LLC

**Matthew Miller**, President, HMS Ferries, Inc.

**Wayne Stensby**, President & CEO, LUMA Energy

## 2:30 PM – 3:30 PM

### **Why do a P3? Building the Business Case for a P3 and Selling it to Your Community**

*Dallas Ballroom D3*

What business considerations must a government review before starting the P3 process? The panel will discuss the elements that must be considered as the public builds out the business case for a P3 and share ideas on how to effectively communicate the business case to the community at large.

#### MODERATOR:

**Suhrita Sen**, Principal, Infrastructure Advisors, LLC

#### PANELISTS:

**Angela Berry-Roberson**, Vice President and Advocate for Civil Rights, Equity, Diversity, and Compliance, WSP

**Jeff Nydegger**, Shareholder, Winstead

**Henry Patel**, Vice President, Asset Development, Kiewit Development Company

**Mike Wawzkiewicz**, Senior Project Manager & Technical Lead, Alternative Project Delivery Group, Garver USA

## 2:30 PM – 3:30 PM

### **Opportunity Analysis for Large Infrastructure Projects How Do You Stay Creative and Innovative While Working on a P3 Project?**

*Dallas Ballroom D2*

This panel will discuss the strategic, legal, business, and thought process and approach for P3 projects and ways to stay ahead of the curve while considering laws, regulations, risks, advisors, goals, marketability, project delivery, schedule, and more.

#### PRESENTERS:

**Ed Crooks**, Senior Vice President, HNTB

**Jaime Diaz**, Head of Business Development, Concessions North America, Acciona

**Terry Owens**, Senior Communications Director, Pulsar Advertising

**Suhrita Sen**, Principal, Infrastructure Advisors, LLC

**Sebastian Smelko**, Partner, Ice Miller LLP

**Scott Zuchorski**, Managing Director, Head of North American Infrastructure, Fitch Ratings

**2:30 PM – 3:30 PM**

**The Many Faces of Alternative Delivery**

*Dallas Ballroom D1*

Governmental entities are exploring project delivery on a basis other than traditional Design-Bid-Build more frequently than ever before. Furthermore, the variety of these “Alternative Delivery Methods” has proliferated over the past several years. It is understandable that governmental owners that dip their toes in the Alternative Delivery pool, will land on a single form of Alternative Delivery, and if successful, attempt to replicate the delivery method and corresponding internal processes developed, for future projects. But given the diversity of projects that may need to be implemented, and the unique facts, circumstances and objectives of each project, one size does not fit all. It is important for governmental owners to have a good grasp of the various delivery options including the advantages and challenges associated with each.

This presentation will discuss the structure, advantages and challenges for several delivery methods currently being utilized by governmental entities including Lump Sum DBFOM, Collaborative (Progressive) DBFOM, Lump Sum DB, Collaborative (Progressive) DB, DBOM and CM/GC (or CMAR) through mini case studies of actual projects, and will identify the significant drivers that led each governmental owner to land on the particular delivery method.

**PRESENTER:**

**Rick Sapir**, Partner at Hawkins Delafield & Wood LLP

**2:30 PM – 3:30 PM**

**Zero Emission Vehicles: Considerations for Transit and Transportation Planners**

*Dallas Ballroom A3*

As the decarbonization agenda is accelerating, there are a range of pressures from up and down the supply chain incentivizing transit and transportation industries to shift to zero emission vehicles and buses (ZEV and ZEB). How are transit agencies, transportation departments, and their private sector partners successfully transitioning to a zero-emission future? This panel examines the drivers and critical attributes to a successful electrification program. .

**MODERATOR:**

**David Ross**, Director, KPMG

**PANELISTS:**

**Joshua Goldman**, Director of Strategy & Business Development, Via

**Heather J. Hildebrandt**, Statewide Initiatives Supervisor, Transportation Planning Division, North Carolina DOT

**Kylie McCord**, Senior Program Management, CTE

**Jeff Palmer**, Partner Manager, AMPLY Power

**Andrew Quinn**, Senior Director, Office of Innovation, LA Metro

**2:30 PM – 3:30 PM**

**The Arrival of P3 Investment Opportunities in Telecommunications**

*Dallas Ballroom A2*

P3 investment for telecommunications network projects has been an attractive market opportunity for several years but the business models and drivers involving all stakeholders have lacked alignment for appropriate investment. Initial attempts to overlay the typical revenue risk (toll-based financial models used for managed or toll lanes onto the backbone fiber or broadband assets) resulted in false starts and cancellations for several Design, Build, Finance, Operate, Maintain (DBFOM) and Commercialization P3 telecommunications networks procurements. The cost of network DBFOM has not been balanced with the commercialization revenues. A better solution would incorporate federal or state grant dollars, or other additional subsidies, to contribute to the project's financial viability. The ingredients for success were in place, however, a new model needed to be implemented.

States and the federal government are taking an active role in the deployment of broadband in underserved areas. This brings a critical requirement for enhanced middle mile bandwidth and capacity to be deployed in these areas with underserved connectivity. Additionally, the pandemic has forced federal, state, and local agencies to work together to find ways to increase connectivity across the US. State DOTs ROWs are a key physical resource that can provide fiber capacity routes to these underserved areas. The ingredients for successful P3 opportunities are now starting to unfold.

**MODERATOR:**

**Anna Hermelin**, Partner, Ashurst

**PANELISTS:**

**John Hibbard**, Operations Division Director, Georgia DOT

**Sia Kusha**, Senior Vice President, Group Head Business Development & Partnering, Plenary Americas

**Paul Pishal**, Business Development Director - Connected Communities, Black & Veatch

**Raj Shelat**, Director, KPMG

**2:30 PM – 3:30 PM**

**Cedar Park Bell District: Case Study of a Small P3**

*Dallas Ballroom A1*

The Bell District is a new destination offering a fresh take on a walkable, mixed-use development. Located in Cedar Park, Texas, (Austin metro area) Bell is a P3 between the City of Cedar Park and RedLeaf. This highly anticipated ~50-acre project is revitalizing a deteriorating commercial corridor. Using an innovative P3 approach, the project is poised to deliver local restaurants, retail, residential and recreational options.

Panelists will discuss the process and share valuable insight from the public and private perspectives. Beginning with the initial vision, the discussion will focus on “where to start” and essential steps to go from idea to execution. Panelists will cover best practices and lessons learned, starting with the City's initial vision and desire for placemaking, master planning, and property assemblage, through procurement and negotiations, including the Master Development Agreement and project execution.

**PRESENTERS:**

**Katherine Caffrey**, Assistant City Manager, Cedar Park, TX

**Rob Shands**, Partner, RedLeaf

**Darin Smith**, Managing Principal, Economic and Planning Systems

**3:30 PM - 4:00 PM**

**Networking and Coffee Break**

*Expo Hall*

SPONSORED BY:  



**4:00 PM – 5:00 PM**

**The Role of Technology in the Procurement Process**

*Dallas Ballroom BC*

Managing communications and data exchange can be a challenge for both the project team and the owner. This conversation will examine how the use of technology can be leveraged to ensure operational efficiency, transparency, and accountability both during the procurement process and throughout the P3 lifecycle.

**MODERATOR:**

**Adam Sheets**, Alternative Project Delivery Group Lead, Garver USA

**PANELISTS:**

**Tom Jackson**, General Manager, Ansarada

**Stephen Little**, Senior Manager, CohnReznick

**Thomas Sherman**, Deputy Director, VDOT

**4:00 PM – 5:00 PM**

**What's a Key Ingredient for P3 Success? Picking the Right Advisors and Partners**

*Dallas Ballroom D3*

Building a successful procurement and delivering a project demands the right partners. When running a P3 procurement, the public sector project manager could potentially spend more time with their advisors than they will with their own family – pick your advisor carefully. Similarly, when the public sector selects the winning private sector partner for a full-life-cycle of a project (over 30 years) it is like picking a life partner – again, pick your private partner carefully. This panel will comprise both those who have made these selections and those who have been part of these partnerships.

**MODERATOR:**

**Sandra McQuain**, Executive Director, England Airpark

**PANELISTS:**

**Jed Freedlander**, Head of Business Development & Managing Partner, Phoenix Infrastructure Group

**Henry Patel**, Vice President, Asset Development, Kiewit Development Company

**Colin Peppard**, Director, Infrastructure Investments, Fengate

**4:00 PM – 5:00 PM**

**Perspectives on Transit Oriented Development and P3**

*Dallas Ballroom D2*

Successful Transit-Oriented Development is occurring across the country, facilitated by convenient transit access and density around transit stations. Those projects need effective public and private sector engagement, to create market returns necessary for private investment and to achieve public interest goals (such as economic development, urban design, congestion relief, and affordable housing). This session will bring together stakeholders from transit agencies, local governments, and developers to discuss best practices and examples of how public and private sectors have worked together to achieve success on each of their terms.

**MODERATOR:**

**David Staas**, Partner, Winstead

**PANELISTS:**

**Don Magner**, Deputy City Manager, City of Richardson

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

#### **4:00 PM – 5:00 PM**

##### **Relational Dynamics of the P3 Team – How Do We Do Better Together?**

*Dallas Ballroom D1*

At the onset of every project, conversations to clarify intent, purpose, process, and desired outcomes, and focus your team on the underlying issue driving the project, are critical to its success. How you bring a team together at the initial stages of a project and establish a road map to how the team should behave and interact with each other on the way to the ultimate project delivery, plays a huge part in reaching the desired outcome. This interactive session will explore a process that brings about this team cohesiveness, alignment, and clarity.

#### **MODERATOR:**

**Bill Hvidt**, President, The Hvidt Group

#### **PANELIST:**

**Deidre Deculus Robert**, Executive Counsel, LADOTD

**Janie Tiedeman**, Vice President, RS&H

**Kevin Wharton**, Managing Director, BDO

#### **4:00 PM – 5:00 PM**

##### **Project Development Agreements (PDAs): Opportunities for Closer Public & Private Collaboration**

*Dallas Ballroom A3*

US state transportation and transit agencies have been using PDAs for more than a decade now to deliver complex P3 projects. Typically, such arrangements have been used to advance projects where closer cooperation between the public and private sectors can generate incremental value. Given the increased interest in such structures, this panel will explore:

- Lessons learned from the successful implementation of PDAs
- Types of projects that may benefit from such types of contractual arrangements
- Reasons that there is increase interest in such types of structures
- Opportunities to improve arrangements to protect the public interest while attracting market interest

#### **MODERATOR:**

**George Spakouris**, Managing Director, KPMG

#### **PRESENTER:**

**Carolina Coppolo**, Executive Officer, LA Metro

**Steven DeWitt**, Senior VP Business Development, ACS Infrastructure

**Thomas Sherman**, P3 Office Deputy Director, VDOT

**Andrew Smith**, Partner, Ashurst

## 4:00 PM – 5:00 PM

### U.S. P3 Trends Report: Record Levels of Projects and the Broadband Impact

*Dallas Ballroom A2*

The panel will provide an overview of Husch Blackwell's fourth annual U.S. Public-Private Partnership Trends Report, containing an analysis of recent public-private partnership (P3) agreements on emerging areas of P3 activity. An overview will be provided of the current pipeline of P3 projects and the roster of projects reaching a financial close, which saw record levels in the previous year.

Of critical importance is how broadband will be impacted by the P3 model; in 2020, legislatures in 34 states enacted legislation and/or adopted resolutions addressing broadband issues, including funding and deployment of infrastructure. The federal infrastructure bill is expected to drastically increase activity. The panel will discuss not only achieving deployment to rural areas, but also the urban underserved areas that the infrastructure bill addresses. The conversation will address tools such as federal and state grants; upfront payment from the commercialization of resources; tax-exempt revenue bonds; milestone payments and federal grants for broadband deployment to rural and low-income areas; taxable general obligation bonds; bonds backed by property taxes; and federal funding related to pandemic relief.

#### MODERATOR:

**Charles Renner**, Partner, Husch Blackwell

#### PANELISTS:

**Rod Carter**, Partner, Husch Blackwell

**Bryan Kendro**, Alternative Delivery Advisor for Infrastructure, RS&H

**Paul Pishal**, Business Development Director - Connected Communities, Black & Veatch

## 4:00 PM – 5:00 PM

### Collaboration, Speed, and Community Impact – DBFOM P3 Homerun

*Dallas Ballroom A1*

The County of Riverside in California needed to provide libraries in three separate communities and get them built as quickly. To expedite, the County packaged them together and employed a Public-Private Partnership (P3) model following a Design-Build-Finance-Operate-Maintain (DBFOM) process. This presentation will introduce the decision-making process the owner employed when exploring P3 partnerships, discuss the strategies the DBFOM team used to ensure full collaboration among disciplines, and share lessons learned that can be applied to future P3 projects.

#### PRESENTERS:

**J. Brandon Dekker**, M.S., DBIA, Principal, CannonDesign

**Kip P. Dubbs**, Managing Director, OMNI West Group

**Megan Fairley**, Integrated Design Manager, McCarthy Building Companies, Inc.

**Steve Gilbert**, Facilities Management, County of Riverside

## 5:00 PM – 6:00 PM

### Afternoon Plenary: Diversity & Inclusion – Putting the Pieces Together for Maximum Impact

*Dallas Ballroom BC*

Panelists will discuss Transactional vs Sustainable MWDBE infrastructure solutions: how and why strategically migrating from numerical goal attainment to sustainable goal attainment creates intrinsic and lasting value for projects and community stakeholders.

#### MODERATOR:

**Jack Callahan**, Partner, Construction Industry Leader, CohnReznick

#### PANELISTS:

**Brian Ansari**, President and CEO, Brian Ansari and Associates

**Angela Berry-Roberson**, Vice President and Advocate for Civil Rights, Equity, Diversity, and Compliance, WSP

**Sia Kusha**, Group Head, Business Development and Partnering, Plenary Americas

## 6:00 PM - 7:30 PM

### Evening Networking Reception

*Expo Hall*

Join us at this special networking event for all speakers and delegates.

# Wednesday, September 15, 2021

**7:00 AM - 9:00 AM**

*Expo Hall*

**Networking Breakfast**

SPONSORED BY:  Strategic Partnerships, Inc.

**7:30 AM – 8:30 AM**

**P3Direct Public Owners Workshop Part 2 – (Open to Public Sector Attendees Only | Advanced Registration Required)**

*Dallas A3*

Grab your breakfast and meet us for the continued conversation and workshop on project readiness with Virginia DOT's Deputy Director, Thomas Sherman.

PRESENTERS:

**Thomas Sherman**, Deputy Director, VDOT

SPECIAL THANKS TO:   
Association for the Improvement  
of American Infrastructure

**8:15 AM – 9:00 AM**

**Morning Plenary: American Jobs Plan – Investing in our Cities**

*Dallas Ballroom BC*

P3s offer possibilities for community development, job creation, and budget certainty for city government. This structure can be used to leverage available public funding and help address a community's public infrastructure needs.

This panel will ask public sector stakeholders: How is the American Jobs Plan encouraging investment in our cities? What are the needs and opportunities that the current bill is addressing, and how can cities take advantage of what is available by leverage those funds to do more for long term growth and economic stability in their communities?

MODERATOR:

**Lee Weintraub**, Co-Chair, Public Private Partnerships Practice Group, Becker

PANELISTS:

**Jeremy Ebie**, Co-Founder, Managing Partner, Phoenix Infrastructure Group

**Derek Green**, Councilmember, City of Philadelphia

**Sandra McQuain**, Executive Director, England Airpark

**Brian Ross**, Co-Founder and CEO, InfraShares

**Kassandra Timothe**, Councilmember, City of North Miami

## 9:00 AM – 10:00 AM

### **Risk: The Impact of Inequitable Risk Allocation Practices and the Opportunity to Do Better**

*Dallas Ballroom BC*

There are growing concerns around the inequity of risk transfer and the effect on long-term project success and value-driven procurement. Market challenges associated with risk transfer can only be resolved through the mitigation of key commercial terms. Join panelists as they discuss the ongoing effort of their working group in addressing the inefficiencies around risk transfer and their work to build a consensus on terms and core risk allocation principles.

#### MODERATOR:

**Matt Neuringer**, Senior Associate, Orrick

#### PANELISTS:

**Rodney Moss**, Senior Vice President, Hunt Companies

**Anthony Phillips**, Co-Head, PPP & Greenfield Projects, John Laing

## 9:00 AM – 10:30 AM

### **P3Direct Bootcamp: Operations & Maintenance (Open to Public Sector Attendees Only | Advanced Registration Required)**

*Dallas Ballroom A1*

Join us for Bootcamp 3 as we consider the benefits of long-term operations and maintenance using the P3 structure to mitigate project risks. During this interactive session, you will learn how P3 counterparties allocate and price risk, and how to approach operations and maintenance early on to drive value and appropriately address the asset's long-term goals.



#### PRESENTERS:

**Claudio Andreetta**, Director, Business Development, Public-Private Partnerships (P3), Johnson Controls

**Patricia M. de la Peña**, Partner, Nossaman

**Dan Dennis**, Vice President/O&M Advisor, Stadia

**Seth Miller Gabriel**, Director, P3 Co-Lead, BDO USA

## 9:00 AM – 10:00 AM

### **Understanding the Differences Between Funding and Financing**

*Dallas Ballroom D3*

This session will introduce fundamental financial topics related to P3s, and review how P3 financing models are evolving and how the role of the public sector changes under the different approaches. Panelists will explore the factors that affect the rating and availability of private finance. Particular attention will be paid to the impact of choices in procurement model, agreement terms on the private financing, the public sector, and the customer.

#### MODERATOR:

**Tim Treharne**, Principal, Advisory Services, Arup

#### PANELISTS:

**Tony Elkins**, Director, BBGI US Holdings, Inc.

**Adam Hesketh**, Managing Director, KPMG

## 9:00 AM - 10:00 AM

### Trends in Sustainability for Infrastructure Projects

Dallas Ballroom D2

From environmental impacts to social and community considerations, sustainability has become a key factor in the planning and structuring of infrastructure projects. We will discuss trends in sustainability, best practices on how to include sustainability metrics in infrastructure projects, and discuss examples of projects including the recent Buffalo Sewer Authority environmental impact bond projects.

#### MODERATOR:

**Matt Miller**, Partner, Ice Miller LLP

#### PANELISTS:

**Matt Lindsey**, Vice President, Quantified Ventures

**OJ McFoy**, CEO, Buffalo Sewer Authority

## 9:00 AM - 10:00 AM

### Win/Win Strategy: Negotiating and Writing Contract Terms to Include a Dispute Board to Avoid and Resolve Issues During Construction and Operations

Dallas Ballroom A3

Troubleshooting and resolving construction issues on P3 Projects while the project is during construction and operations using Dispute Boards (DB) is a smart strategy to control project costs while assisting in creating happy teams. Disputes and claims have been a part of construction projects for eternity and drag out the project well after the completion of the construction, tying up valuable resources and adding costs. Traditional methods of conflict resolution are done at the end of the project, are adversarial and the legal and expert fees substantially impact overall project costs. DBs were created by the construction industry to be used for any project delivery method and to provide a less adversarial, cost-effective, and practical solution to resolve contract issues on construction projects. Today, a DB is an important aspect of Best Practices for project management on major projects worldwide. This panel will present a primer on the dispute board process, recommended contract terms and specifications, and present the best practices on how to use the process to bring your project in on time and on budget through construction and operations.

#### PRESENTERS:

**Diane Gollhofer**, PE., President, DGR Consultants LLC

**Cherrie Fisher**, Chief of Staff, EJ Smith Construction Company LLC

## 10:00 AM – 10:30 AM

### Networking and Coffee Break

Expo Hall

SPONSORED BY:  

## 10:30 AM – 11:30 AM

### P3 Projects Coast to Coast

Dallas Ballroom BC

The market is maturing and new projects are on the horizon. Join us as panelists discuss their projects coming to market and the value P3 is bringing to their procurement.

#### PRESENTERS:

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

**Nick Farber**, Director, Colorado HPTE

**Deidre Deculus Robert**, Executive Counsel, LADOTD

**Jim Ziglar**, Principal, Rebel Group

## 10:30 AM – 11:30 AM

### How Do I Keep a P3? Monitoring and Partnership for the Long Terms

Dallas Ballroom D3

The real work of a public-private partnership lies in the O&M phase – when the public sector must step into the monitoring role, the true test of the partnership begins.

#### MODERATOR:

**Seth Miller Gabriel**, Director, Infrastructure – Valuation & Business Analytics, BDO USA, LLP

#### PANELISTS:

**Dan Dennis**, Vice President and P3 Advisor, STADIA Technical Advisors

**Karl Rohrer**, Vice President, HNTB

**Manuel Zafra**, Director, US Business Development, Globalvia

## 10:30 AM – 11:30 AM

### Working to Avoid Large Claims on P3 Projects and Resolving Them Efficiently and Fairly if They do Happen

Dallas Ballroom A3

This program will, among other things, discuss how to more effectively structure dispute resolution procedures, including Dispute Resolution Boards (DRBs). Drawing on their experience with P3 projects that have gone to DRBs and trial, the panelists will explore the important decision-making a public authority must undertake when confronted with a problem project or a concessionaire's claim. For instance, what actions must a public authority take to preserve potential counterclaims, including counterclaims in the dispute resolution processes, and not waive privilege during claims discussions? Not all issues can and will be solved through availability payment adjustments. Almost always the public authority and the concessionaire are composed of multiple stakeholders—and with the various stakeholders often holding different interests, sophistication, and litigation risk tolerances. Reigning in claims requires a multifaceted well-planned, disciplined approach, which the panelists will zero in on during this fast-paced program.

#### PRESENTERS:

**Jocelyn L. Knoll**, Chair Construction and Design Practice Group and Co-Chair Development and Industry Group, Dorsey & Whitney LLP

**Lincoln Loehrke**, Partner, Dorsey & Whitney LLP

**Jenifer Ross Amato**, Director, Advisory Services, WSP USA; former Interim and Deputy General Counsel of Regional Transportation District

## 10:30 AM – 11:30 AM

### Expectation vs. Reality: Aligning Owner Estimates with Procurement Outcomes

Dallas Ballroom A2

Several recent high-profile P3 procurements have been canceled by project owners after receiving bids that were deemed too expensive. Is this a trend that could continue in a post-pandemic environment marked by continuing unpredictability of the cost of materials and labor, as well as risk generally for large construction projects? This panel will discuss the reasons for these outcomes and strategies to support better alignment between owner cost estimates, programmed funding, and contractor bids for major infrastructure projects. This session produced in partnership with the Young Professionals in Infrastructure (YPI).

#### PRESENTERS:

**William Gorham**, Vice President, Business Development and Partnering Plenary Americas

**Racquel Muindi**, Associate, Ballard Spahr

**Colin Peppard**, Director, Infrastructure, Fengate

**Kristoff van Winden**, Senior Consultant, WSP

## **11:30 AM – 12:30 PM**

### **P3 Questions and Answers Discussion Session – What Are the Next Steps? Where to Go from Here?**

*Dallas Ballroom BC*

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

#### **MODERATOR:**

**Steve DeWitt**, Senior VP Business Development, ACS Infrastructure

#### **PANELISTS:**

**David Boss**, Vice President - National Practice Consultant, HNTB

**Roderick Devlin**, Partner, Nixon Peabody

**Brandey McDonald**, Project Director, Infrastructure Asset Management, Fengate

**Seth Miller Gabriel**, Director, P3 Co-Lead, BDO USA

## **12:30 PM**

### **End of Conference and Expo | Exhibitor Breakdown**