

**IL - APA + DePaul University's Chaddick Institute + ACEC - IL  
April 8, 2015 | 1 E. Jackson Blvd, Suite 8005**

## **Making Projects Happen: The Evolution of Alternative Delivery**

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### **AGENDA**

#### **9:00 am | A Primer: Why this Subject & Industry Trends**

- Introductions: Phil Hanegraaf, RS&H
- Broader Industry Trends: Mike Schneider, HDR

#### **9:30 am | Legislative, Legal & Programming**

- Alternative Delivery, Illinois Status Update: Dave Bender, ACEC
- Funding & Finance: Sharon Green, HDR
- Legal & Technical Framework: David Narefsky, Mayor Brown

#### **10:30 am | Break**

#### **10:45 am | Stand Up For Infrastructure Day (April 9)**

- Kim Slaughter, HDR

#### **10: 50 am | Practice + Panel Presentation: Perspectives on Alternative Delivery**

- James Avitabile, RS&H
- Gonzalo Peschiera, OHL
- George Burgess, Miami Dade County
- Jim Durret, Buckhead CID, Atlanta
- Carmen Best, YaCari Consultants, LLC

#### **12:30 pm | Lunch**

#### **1:00 pm | Panel Discussion**

- Facilitated Q&A + Open Dialogue, moderated by Phil Hanegraaf, RS&H

#### **2:00 pm | Wrap-up**

## **SPEAKER + MODERATOR BIOS**

### ***James Avitabile, PE, DBIA***

#### ***Transportation Strategic Initiatives Leader, RS&H***

Jim leads RS&H's Strategic Initiatives related to our Transportation Practice, and has directed and participated in the programming, planning, and design efforts on a variety of complex roadway, limited-access highways, bridge, toll roads interchanges, rail, and transit facilities projects throughout New England, Virginia, North Carolina, California, Texas and Florida. He has served as a technical advisor on several of RS&H's P3 Owners Representative and statewide procurement contracts. He has assisted public agencies such as TxDOT, FDOT, MDOT, CDOT, and LYNX to refine their procurement streamlining procedures related to DB and P3 project delivery.

Jim has assisted the FHWA Office of Innovative Project Delivery through invited participation in industry forums related to Best Practices in Design-Build. Besides his strategy leadership, Mr. Avitabile has increasingly expanded his expertise in national trends related to alternative project delivery. He spent four years overseeing RS&H's design-build practice in Transportation and has served in active leadership roles at DBIA at both the local and national level, where he has chaired the DBIA P3 Sub-committee and currently serves as Chair of the DBIA National Transportation Markets Committee. Mr. Avitabile is also Past President of the Florida DBIA Region, where he currently chairs the Ad Hoc Committee for Owner and Student Development.

### ***Dave Bender, Executive Director***

#### ***American Council of Engineering Companies of Illinois***

Dave Bender has 16 years of experience of managing and directing business and agricultural associations. In December 2012, Dave was named the Executive Director of the American Council of Engineering Companies of Illinois, representing consulting engineering firms that employ over 13,000 professionals in Illinois. Dave is also active in the national association, and serves as the Secretary/Treasurer of the National Association of Executives of Consulting Engineers. Since January 2013, he has recruited and led an industry coalition to help fight the Illinois Department of Labor and Organized Labor attempted expansion of prevailing wage for surveyors and material testers. It has been a successful effort, thanks in part to a \$150,000 ACEC Minuteman Fund Grant, expert legal representation and the partnership of 6 industry associations. Although the battle continues, ACEC-IL and the coalition has held this off now for almost 3 years. In 2014, Dave received the ACEC-Illinois President's Award for leading these efforts. Having worked for former Illinois Governor Jim Edgar, Bender also served two Lt. Governors as a special assistant and chief of staff. In 1995, Edgar appointed Bender as Assistant Secretary for the Illinois Department of Agriculture.

Dave is also passionate about comprehensive immigration reform. He is the Co-founder of the Illinois Business Immigration Coalition (IBIC) and serves as Co-Chair of IBIC's Steering Committee, which is a volunteer business organization to help build support in passing comprehensive reform in Congress. In 2012, Dave received the Corporate Innovator Award from the Illinois Coalition for Immigrant and Refugee Rights for promoting the rights of immigrants to full and equal participation in the civic, cultural, social and political life of our diverse society.

In addition, Dave currently serves as the Logan County Republican Chairman and has chaired, advised or managed over 40 local and regional political campaigns. He also helped direct five statewide gubernatorial and presidential campaigns. He is married to Carla Bender, the Illinois Appellate Court Clerk, has two children and resides in Lincoln, Illinois.

***Carmen Tyler Best, President  
YaCari Consultants, LLC***

Carmen Tyler Best has over 20 years of public finance experience with extensive knowledge in the planning and issuance of municipal debt and budgeting and forecasting. Her public sector experience, as a debt manager, includes overseeing general obligation, water and sewer system, airport system, and convention and entertainment facilities debt programs, as well as facilitating the execution of over \$13 billion in negotiated and competitive bid financings. She has coordinated actions for all bond transactions to include working with underwriters, attorneys, and other consultants and interfacing with bond insurers, credit providers and rating agencies. She has also maintained cash flow model and monitored spending and cash receipts to determine interim borrowing needs. Additionally, her experience includes preparing and implementing the annual operating budgets for funds in excess of \$500 million; as well as preparing monthly analysis and monitoring daily budget activity to ensure departmental objectives were met.

In the private sector, as a public finance banker, Carmen was the lead banker on over \$20 billion in negotiated bond financing transactions for various tax, revenue, and transportation related transactions in Texas. Notable clients include Harris County; City of Houston; Fort Bend County; City of Austin; Texas Water Development Board; and the City of Baytown, among others.

Advisory experience includes participation on a team of finance professionals as Valuation Study Consultants for Harris County, Texas Toll Road Authority to evaluate P3 options. Additionally, she participated in the initial Houston Metropolitan Transit Authority (METRO) Industry Forum where select firms provided input for planning the timing and developing a financing structure for the proposed issuance of debt in anticipation of the receipt of federal funds for rail expansion. Later, she served as Co-Financial Advisor to METRO to develop financing strategies for the Houston METRO Solutions Light Rail project; including the review and evaluation of P3 proposals and implementation of the financing structure.

***George Burgess, Chief Operating Officer  
Becker & Poliakoff, P.A.***

George Burgess is the Chief Operating Officer for Becker & Poliakoff, P.A., with offices across Florida, New York, New Jersey, Washington, D.C., and Northern Virginia. Mr. Burgess also serves as Vice Chair of the Firm's P3 Practice Group, and serves one of six gubernatorial appointees to the State's P3 Partnership for Public Facilities Act Guidelines Task Force, which is charged with formulating guidelines to facilitate the use of the P3 delivery method for needed infrastructure projects across the State. Prior to joining the Firm he served as Miami-Dade County Manager from 2003 to 2011, where he managed one of the largest and most sophisticated metropolitan governments in America.

While County Manager, the County experienced an unprecedented level of infrastructure investments. He was the driving force behind the voter-approved \$2.9 billion Building Better Communities Bond Program. He led numerous major infrastructure projects including the Port of Miami Tunnel, the Adrienne Arsht Center for the Performing Arts, the multi-billion dollar North and South Terminals at Miami International Airport, the people mover system and the Metrorail extension connecting the airport to downtown Miami, and the new state-of-the-art professional baseball stadium in Miami.

Mr. Burgess has also served in a number of executive level positions for the County, the City of Miami and Miami-Dade Public Schools and served as Distinguished Practitioner in Residence at Florida International University, where he taught graduate level classes in public administration. He is a member of the 2012-13 class of Leadership Florida. He lives with his wife Karen in Pinecrest, Florida.

***Jim Durrett, Executive Director***

***The Buckhead Community Improvement District (CID)***

Jim Durrett is executive director of The Buckhead Community Improvement District (CID), a governmental entity with taxation authority. The mission of the Buckhead CID is to create a more accessible and livable urban environment in the heart of the Buckhead commercial area in North Atlanta. They meet the challenges of growth by investing tax dollars collected from commercial property owners within the district, as well as other funds they leverage from outside the district, to make meaningful improvements in the transportation network and public realm that connect people and places. He has in-depth expertise in transportation, land use and creating livable communities.

Prior to heading up the Buckhead CID, Durrett was founding executive director of the Livable Communities Coalition, a not-for-profit organization formed in 2005 to promote smart growth development in the Atlanta region. Prior to that, Durrett served for five years with the Urban Land Institute (ULI), an organization dedicated to land use and real estate development issues, as the founding executive director of ULI's Atlanta District Council.

***Sharon Greene, Senior Vice President, HDR  
Director of Global Financial Services***

Sharon has been at the forefront of innovation in transportation and infrastructure development and finance for more than 30 years. Sharon is a specialist in transportation economics, infrastructure finance, and transportation planning, with experience throughout the United States and abroad. She has led projects and managed programs in public transit, intercity and commuter rail, highways and toll facilities, and freight and goods movement. Sharon has developed financial models and innovative funding and financing strategies that were instrumental in the implementation of major transportation projects in Los Angeles, San Francisco, Salt Lake City, Phoenix, Honolulu, Jacksonville, Dallas, Jerusalem and Tel Aviv. Her work has been cited frequently by the U.S. Department of Transportation (DOT), FTA and her public sector clients as representing the state-of-the-art in financial analysis for transportation capital investment.

***Phil Hanegraaf, AICP - Moderator***

***Vice President, National Planning Service Group Leader, RS&H***

Phil Leads RS&H's transportation planning and predesign practice which offers broad services to clients including transportation, transit, environmental, regional/MPO planning, urban planning, corridor/traffic planning, and technology services. He has served as a technical and strategic advisor to organizations such as the Chicago Metropolitan Agency for Planning, The Northwest Indiana Regional Planning Commission, IDOT, MNDOT, ODOT, TXDOT, WISDOT, the Chicago Regional Transit Authority, the Chicago Department of Transportation, the Chicago Regional Transportation Authority, and the Charlotte Area Transportation Planning Organization. Among his current activities Mr. Hanegraaf is building a national transit planning practice to support full modal and intermodal planning solutions. Clients include: LYNX, Triangle Transit, Uptown Houston, FDOT District 4, and the Jacksonville Transportation Authority. He also maintains special skills in project development funding and finance. Phil is a frequent speaker and guest lecturer. He is an active member American Planning Association, the Urban Land Institute, ACEC-IL, Lambda Alpha International, a land economics fraternity.

***David Narefsky, Partner***

***Mayor Brown***

David Narefsky has had an active role in high-profile PPP transactions, with particular responsibility for governmental and regulatory aspects. He advised the Puerto Rico Public Private Partnerships Authority on the proposed long-term concession and lease of Luis Muñoz Marín Airport in San Juan and the City of Chicago on the proposed long-term concession and lease of Midway Airport. He also advised the underwriters of the issuance of \$400 million private activity bonds to finance a portion of the cost of construction of the Denver FasTracks Eagle P3 Project. This project was named "2010 North American Transport Deal of the Year" by *Project Finance Magazine* and "2010 Regional Deal of the Year" by *The Bond Buyer*. David was named a "Dealmaker of the Year" by the *American Lawyer* for his work on the Denver FasTracks financing. David led our representation of WVB East End Partners, the winning bidder for the East End Crossing in Louisville/Southern Indiana, and is leading our representation of a short-listed proposer for the Portsmouth Bypass in Ohio. He is also advising the Texas Department of Transportation on the implementation of innovative financing strategy for Grand Parkway Toll Road in the Houston metro area, including the successful closing of an \$850 million TIFIA loan.

Prior transactions include advising the City of Chicago on the \$1.83 billion concession and lease of the Chicago Skyway Toll Bridge and on the \$563 million concession and lease of the more than 9,000 space Chicago downtown underground parking garage system; *Chambers USA 2007* referred to David as "one of the best public-sector lawyers in Chicago." A 1979 graduate of the University of Michigan Law School, he served as Deputy Corporation Counsel for the City of Chicago, where he managed the transactional and commercial legal work of the City, before joining Mayer Brown in 1989. His practice at Mayer Brown has included the representation of Chicago-area governments in the financing of convention center and sport stadium facilities, mass transportation projects, and representation in public finance offerings.

***Gonzalo Peschiera, Business Development Manager, OHL  
North and South America***

Gonzalo has been involved in expanding the activities of OHL in the US and Canada since 2007. He brings twenty-eight years of construction and design experience, as well as extensive knowledge in the business development arena in regards to owners and strategic partnering. After graduating with a Bachelor of Architecture from the University of Southwestern Louisiana, Gonzalo worked for multiple National and International firms and has now worked for OHL over the past 7 years. Some P3 projects in which he has been directly involved in for OHL from the business development point of view are: The \$2.1 billion University Of Montreal Hospital, which is currently the largest healthcare P3 hospital project in North America, and the \$200 million Turnpike Service Plazas renovation in Florida. One of Gonzalo's main objectives is to look for strategic opportunities and partners for the company, especially in those areas and markets where the OHL decided to expand. As such, he successfully contributed to the startup and growth of the OHL Group in Florida, Texas, New York, and Canada.

With his international position, Mr. Peschiera is not only continuing OHL's presence in North America, but further developing presence in Latin America, with emphasis on public-private-partnership projects through horizontal and vertical opportunities.

***Michael Schneider, Senior Vice President and Director, HDR  
Global Strategic Consulting Practice.***

Mike is a program manager and strategic advisor with primary focus on managing, monitoring and oversight of urban and intercity transportation projects. Mike has compiled a significant record of accomplishment in the infrastructure services industry during his 40+ years of professional practice, with industry-leading experience in the creation of public-private partnerships and project development organizations. Spanning both the technical and financial elements of project development, construction, and operation, Mike brings a depth of direct project experience to clients in the public and private sectors who are planning, designing, financing, and building significant transportation infrastructure projects.