



MEDIA RELEASE

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The Cornell University Program in Infrastructure Policy (CPIP) Adds More Distinguished Members to its Advisory Board

ITHACA, NEW YORK – The Cornell Program in Infrastructure Policy (CPIP) is pleased to announce the addition of new members to its Advisory Board. The appointments were made against the backdrop of significant and growing interest by Washington policy makers about large-scale investments in U.S. infrastructure.

The newly appointed members join an existing group of recognized leaders already on the CPIP Advisory Board who have vast experience in the infrastructure space and diverse business interests around the world. CPIP also continues its efforts to forge new strategic alliances with other leading academic centers and thought leaders, including the Global Projects Center at Stanford University and the University of Oxford’s International Infrastructure Consortium, among others, to conduct educational forums and focused research on a variety of infrastructure issues.

CPIP Advisory Board Chair Anthony Ferrari noted, “The remarkable experience, relationships, and global reach of our distinguished Advisory Board across all key infrastructure sectors positions CPIP to successfully pursue its goals.” Mr. Ferrari added, “I personally appreciate the dedication of new and continuing Advisory Board members and, with their support, we look forward to realizing CPIP’s full potential and make significant contributions to our industry.”

CPIP Director and Co-Founder Rick Geddes said, “CPIP continued to gain momentum every day in its efforts to coordinate a global network of policy researchers, widely distribute our findings, and educate and assist the next generation of infrastructure leaders.” Geddes added, “We owe a debt of gratitude to Cornell University, and to all our faculty and student affiliates and visiting scholars, for their committed support of CPIP.”

“Throughout my career I’ve been fortunate to work with many of the finest practitioners in transportation infrastructure, including experts in project development and delivery, finance, engineering, and construction” said CPIP Executive Director Tom Madison. “The individuals and

companies on the CPIP Advisory Board are like no other group of its kind, and I am privileged to serve with them to advance the best practices of our industry and, above all, assist the students.”

CPIP is excited by the heightened awareness and accelerated dialogue around infrastructure matters in the wake of the recent U.S. Presidential election. This focus provides the opportunity for CPIP to engage in a meaningful exchange of ideas with policy makers and advocates alike regarding how best to invest in, update, coordinate, and expand the nation’s essential infrastructure assets and facilities.

As we react to these new opportunities, we continue our work to develop strategic alliances with other leading academic centers and thought leaders similarly engaged in infrastructure matters. For example, in the coming months our ongoing partnering discussions with the Global Projects Center at Stanford University and the University of Oxford’s International Infrastructure Consortium, among others, will result in announcements about joint educational forums and research initiatives on a variety of infrastructure matters.

CPIP was founded at Cornell University in 2012 with a Vision *“to become the world’s leading academic center for infrastructure policy study, research, and education.”* CPIP is focused on improving the delivery, maintenance, and operation of the physical infrastructure that makes up the “built environment.” This will be accomplished through dedicated teaching, research, and outreach efforts in infrastructure policy, with a particular emphasis on innovative infrastructure funding and financing.

CPIP coordinates scholars across multiple disciplines within and outside Cornell University who share an interest in public policies impacting infrastructure and develops and disseminates research relevant to those policies. CPIP also collaborates with various partners in the public, private, and non-profit sectors to achieve the following goals:

- Educate the next generation of infrastructure leaders and professionals at the undergraduate and graduate levels;
- Coordinate an active global network of researchers in infrastructure policy;
- Disseminate research findings through conferences, policy briefs, media availabilities, and other outreach efforts;
- Maintain a virtual presence dedicated to global infrastructure policy issues; and,
- Track data on infrastructure projects and policies relevant for assessing innovative approaches.

CPIP will continue to serve as a multi-disciplinary platform to integrate expertise across key programs within Cornell University that are connected to the built environment. Accordingly, we will strive to integrate the fields of policy and public affairs, economics, engineering, government, management, technology, environmental stewardship, labor relations, law and other areas wherever possible.

New CPIP Advisory Board Members¹ :

Kurt Akers

Assistant Senior Investment Officer, Washington State Investment Board

Founding partner of a timberland investment firm purchased from UBS Global Asset Management in 2002; Manage research, the client service and business development function, and assist in the management of the firm's Investment Committee.

John C. S. Anderson

Head of North American Bond Investing, John Hancock and Manulife

John directs U.S. and Canadian investment teams in the origination, analysis, and management of investments in public bonds, private placement debt, and private equity to support the insurance and other products guaranteed by Hancock and Manulife. This group manages a roughly \$100 billion portfolio, and has been a leader in the U.S. private placement market for decades. The Bond & Corporate Finance Group is an active investor in public bonds and private placements, in corporate credit, structured corporate credit, and project financing. The group participates in both the syndicated bond market and directly originates transactions through its relationships with a wide range of companies. The group is also an active investor in private equity funds, and has a similar volume of direct private equity investments in a range of companies. Mr. Anderson is also an approving officer for all private equity investments made by the Boston investment teams, and sits on the global credit committee of parent company Manulife. Prior to his current role, Mr. Anderson led the U.S. investment teams, and prior to that led the firm's Power & Infrastructure investing team, growing that team's assets under management from \$10 billion to \$17 billion. Hancock's Power & Industry Team is recognized as a leading investor in its coverage sector. Prior to joining John Hancock in 2001, Mr. Anderson worked for 10 years in the New York and London offices of JP Morgan Chase, where he led teams that advised on or arranged more than US\$ 8 billion in bank and bond market financing. John holds an MBA from Georgetown University and a BA in Economics from The University of Chicago.

Edgar Cancio

Global EVP, Iridium Infrastructure Concessions (Grupo ACS)

Iridium Concesiones de Infraestructuras, S.A. is the largest infrastructure concessionaire in the world and is ACS Group's company which develops, finances, invests in, manages, operates, administrates, maintains, conserves, restores and equips all types of government P3 concessions involving transport and public works infrastructure. Iridium manages more than 110 companies working in the construction/operation of various government concessions, making it the global leader in developing, financing, building and operating every type of infrastructure. As EVP for Asset Management at Iridium, Mr. Cancio is responsible for Iridium/Grupo ACS's global P3/infrastructure portfolio, including mergers and acquisitions as well as divestments, equity investments and financing strategy, as well as investor relations and strategic partnerships.

Mark Crosbie

Founder and Managing Partner, Antin Infrastructure Partners

Mark is one of the founders and is a Managing Partner at Antin Infrastructure Partners (a leading European private equity firm focussed on infrastructure assets with currently approximately US\$8bn under management). Antin has made investments in eight European countries and China in infrastructure assets including: Energy (Midstream, Generation, Renewables); Telecoms (Dark Fibre, Broadcast and Telecom Towers); Transportation (Rail, Roads, Ports, Motoring Service Areas); Social (Crematoria, Medical diagnostic laboratories, Psychiatric care homes). Prior to Antin, Mark held senior roles at the FTSE 100 company Centrica Plc (where he had group-wide responsibility for Strategy, Business Development and M&A and was a member of the Executive Committee), UBS and Peregrine Holdings. His international career included six years living and working in Asia and two years in

¹ *Biographies for Current CPIP Advisory Board Members are attached*

North America. Mark is a Chartered Accountant and has a BA (Dual Hons) in Economics, Accounting & Financial Management from the University of Sheffield. Mark is a member of the Board of the Sutton Trust, the UK's leading Education Foundation promoting social mobility through Education. He was recently invited by SDA Bocconi, one of Europe's leading business schools, to lecture to its MBA students as part of its flagship "Leadership Series".

Glen Davis

Former President and CEO of RES Americas

Mr. Glen Davis has been an executive in the electric power industry for over 32 years. In January 2017, he stepped down as President and CEO of RES Americas, a leading developer and constructor of wind, solar and energy storage projects. Mr. Davis also sat on the executive board of RES Group. Joining RES in 2013, Mr. Davis served as the Chief Commercial Officer, where he was responsible for leading commercial activities, including corporate strategy, technical and financial analysis, M&A, transactions, transmission, and new business. Prior to RES, Mr. Davis was Chief Executive Officer of Agile Energy, which he co-founded in 2004. The company developed utility-scale solar generation projects in North America with financial backing from Good Energies, Inc. During 2007 and 2008, Mr. Davis served as Executive Vice President and Chief Commercial Officer for Ausra, Inc. Mr. Davis spent the first 18 years of his career with the AES Corporation, helping build it into one of the leading global independent power producers. At AES, he led numerous activities including development, financing, acquisition, and sale of power generating projects on four continents. Mr. Davis was a board member of the American Wind Energy Association from 2015 until his departure from RES in 2017. He also served on the Board of Trustees of the Western Electricity Coordinating Council from 1998 through 2002. He holds an MBA from the Massachusetts Institute of Technology and a Sc.B. in Mechanical Engineering from Brown University.

Heather Davis

Senior Managing Director and the Chief Investment Officer, TIAA Global Real Assets, TIAA Organization

Ms. Davis is responsible for strategy, investment originations, portfolio management and board reporting for the organization's investments in real assets and alternatives sectors including real estate, agriculture, timber, infrastructure and energy, private equity and private debt. Ms. Davis has held a number of leadership roles at TIAA, notably overseeing the growth of the \$40 billion global private markets portfolio which includes private placements, private equity, distressed investments, commercial mortgages, natural resources and infrastructure investments. Ms. Davis joined the organization in 1995 and has 32 years of investment industry experience. Prior to joining TIAA, Ms. Davis worked for Prudential Financial in a variety of roles including commercial mortgage origination, mortgage underwriting, portfolio management, and credit underwriting. In 2009, Ms. Davis created TIAA's Fruits of Employment initiative, which employs people with autism and other disabilities on TIAA farms. The program has won numerous awards for its groundbreaking work in autism employment in the farming sector. In 2014, Ms. Davis received the Athena International award for Corporate Leadership. Ms. Davis serves on the boards of Westchester Global Investment Management, Churchill Asset Management, the John M. Belk Endowment and the Carolinas Chapter of Autism Speaks. Ms. Davis holds a B.A. in economics from Cornell University and an M.B.A. in finance from Cornell University, Johnson School of Management. She serves on the Dean's Advisory Council of the Cornell College of Agriculture and Life Sciences.

Jeffrey W. Eckel

President and Chief Executive Officer, Hannon Armstrong Sustainable Infrastructure Capital, Inc.

Mr. Eckel serves as our president & chief executive officer, as chairman of our board of directors and as a member of our Investment Committee. He has led Hannon Armstrong in the role of president and CEO since 2000 and was also with the firm from 1985 to 1989. Previously, he held senior executive positions as CEO of EnergyWorks, LLC and Wärtsilä Power Development. He currently serves on the Board of Directors for the Alliance to Save Energy, as a member of the Ceres President's Council, and on the Johns Hopkins Environmental, Energy, Sustainability and Health Institute's advisory council. Mr. Eckel has over 30 years of experience in structuring, executing and operating energy and infrastructure investments. Mr. Eckel received a Bachelor of Arts degree from Miami University in 1980 and a Master of Public Administration degree from Syracuse University, Maxwell School of Citizenship and Public Affairs, in 1981.

Kirk H. Edelman

President and CEO, Siemens Financial Services

Kirk Edelman is the chief executive officer of Siemens Financial Services' (SFS) global Energy Finance team where he leads Siemens' energy investing activities worldwide. In this role, he manages the activities of a global team that provides financial solutions throughout the capital structure - from debt to equity – in support of the energy industry. Kirk also has regional responsibility and is president and CEO of Siemens Financial Services, Inc., the legal booking entity that coordinates Siemens Financial Services' activities in the U.S.

Kirk has more than 20 years of experience focusing on energy, natural resources and infrastructure finance. Prior to joining Siemens, he was senior vice president and managing director at GMAC, tasked with managing the company's Project Finance Group. Previous to that, he was the chief financial officer of Translink Transmission Company – an electric utility; a managing director in TD Securities' Energy Group; a first vice president & manager in Dresdner Kleinwort Wasserstien's Energy and Utilities Department; and the department manager for Bank of Tokyo-Mitsubishi's New York Project Finance Department. During his career, Kirk has led numerous transactions for energy clients including El Paso, Reliant Energy, Intergen, Entergy, Phelps Dodge and Texaco. These transactions have included debt and equity capital raising, M&A advisory, privatizations, and restructurings. Kirk received a B.S. degree with distinction in civil engineering from Bucknell University and an M.B.A. in finance from The Wharton School of the University of Pennsylvania.

John E. Fenton

President and Chief Executive Officer, Patriot Rail Company

John E. Fenton is a well-established chief executive with a sustained record of success transforming cultures, improving margins, and leading strategic, financial, and operational turnarounds in large, complex, dynamic international transportation organizations in both the private and public sectors. He currently serves as the President and Chief Executive Officer of Patriot Rail Company, a leading provider of rail-based service solutions throughout North America. Throughout his 35-year transportation career, Mr. Fenton has developed an extensive network in the public and private sectors, as well as in academia. In 2013, Mr. Fenton was appointed by US Secretary of Transportation Ray LaHood to sit on the prestigious "National Freight Advisory Committee" (NFAC) to assist the Secretary in shaping US transportation policy in the USA. His other significant board and appointed positions include: Member, Board of Directors Los Angeles Chamber of Commerce; METRANS/USC Transportation research board advisory position; State of California Mobility 21, 2010 board member; Churchill Gateway Development Board Member; the University of Michigan Educational Advisory Board Member; and Grand Trunk Railway Board of Directors. Mr. Fenton holds a Master of Science in Systems Management (MSSM) from the University of Southern California, and a Bachelor of Science in Business Administration/Transportation Management from Indiana University. He is also a member of the Association of American Railroad Superintendents and is a military veteran with service in the United States Navy.

Peter Ford

Chief Strategy Officer, Ports America

Currently Peter is the Chief Strategy Officer for Ports America, but most recently held the role of Global Chief Operating Officer for the Gultainer Group of companies. Before that, he spent the bulk of his career with the AP Moller-Maersk group. Peter held a number of managerial and executive positions within APM Terminals, including the positions of CEO Salalah Port, Chief Operating Officer for APM Terminals European Region, head of New Product Development project, and many other postings in Jamaica, USA, and the Netherlands. Peter also serves on the Maritime Transportation System National Advisory Committee (MTSNAC) providing his perspective and advice to the U.S. Secretary of Transportation on matters relating to the U.S. marine transportation system and seamless integration with other segments of the transportation system. Peter's educational background includes a number of management and leadership courses at esteemed schools, including University of Phoenix (MBA), United States Merchant Marine Academy (BS), Harvard (negotiations), University of Michigan (labor negotiations), and IMD (executive development) in Switzerland. He speaks German and Dutch in addition to English and enjoys spending his free time either high in the mountains or deep in the ocean.

Scott Litman

Managing Director and Co-Portfolio Manager, Oaktree Capital

Mr. Litman is a managing director and co-portfolio manager of Oaktree's Infrastructure Investing strategy. He has over 16 years of experience in private equity, working in a variety of roles, including fundraising and fund formation, direct investing, corporate finance, and portfolio company oversight. Mr. Litman served as Chief Operating Officer and General Counsel of Highstar Capital for ten years prior to joining Oaktree in 2014 and continues to serve as a Partner of Highstar Capital for certain legacy funds not managed by Oaktree. Prior to joining Highstar in 2004, Mr. Litman worked for AIG Investments and was an attorney at Paul Hastings LLP, where he worked on a variety of private equity, mergers and acquisitions and finance matters. Mr. Litman currently serves on the boards of directors for Aerostar Airport Holdings, Footprint Power Salem Harbor Holdings, Ports America Chesapeake and Linden Cogen, as well as the Leukemia & Lymphoma Society. He received a B.A. degree cum laude in history and economics from the University of Pennsylvania and a J.D. with a concentration in business law and regulation from Cornell Law School.

William C. Pappas

Managing Director, Lease and Infrastructure Finance Group, Prudential Capital Group

William Pappas is the Managing Director of Prudential Capital Group's Lease and Infrastructure Finance Group and oversees Prudential Capital's private placement activity in non-energy infrastructure debt and lease-related debt, with a focus on North America, Europe and Australia. He joined Prudential in 1987. Pappas received a BS and an MBA from Rutgers University.

Himanshu Saxena

Senior Managing Director & Co-Head of Starwood Energy

Himanshu Saxena is a Senior Managing Director & Co-Head of Starwood Energy and is jointly responsible for supervision of the Firm's investment program and strategy, as well as overall management of the Firm. Mr. Saxena sits on both the Investment Committee and the boards of portfolio companies. Mr. Saxena is also responsible for the development and management of the investment team. In addition, he maintains responsibilities for origination, structuring, execution, monitoring and exiting investments across the energy industry. Mr. Saxena has led the acquisition and development of approximately 3,700 MW of power generation and transmission projects in North America, with aggregate enterprise value of approximately \$4.1 billion. Prior to joining Starwood Energy in 2008, Mr. Saxena was an investment banker with JPMorgan's global energy and utilities group, where he advised on more than \$10 billion in transactions. Before that, Mr. Saxena worked at American Electric Power, where he focused on managing financial risks in the power trading business and on optimizing a power generation portfolio. Mr. Saxena was previously a Chemical Engineer at industrial gas company Praxair, where he filed for several patents. Mr. Saxena earned an MBA from Duke University, where he was a Fuqua Scholar, an M.S. in chemical engineering from Cornell University, and a Bachelor's of Technology in chemical engineering from the Indian Institute of Technology ("IIT") in Bombay, India.

Paul V. Shantic

Director, Inflation Sensitive, CalSTERS

As the Director of the Inflation Sensitive asset class for the California State Teachers' Retirement System (CalSTRS), Paul Shantic is the lead for a team of 6 investment professionals responsible for the management and gathering of assets with a close linkage to inflation. Current commitments total \$2.4 billion. Commodities, infrastructure, agriculture, timber and global-linkers are part of that mandate. Mr. Shantic has been with CalSTRS for just over 20 years. He has served as Acting Co-Director of Fixed Income and also served as the Portfolio Manager for the \$7.2 billion Investment Grade and High Yield portfolios along with a team of five trader/analysts. Mr. Shantic has also managed the System's MBS and Liquidity Portfolios. He assisted with the start-up of the System's Credit Enhancement Program and has worked as a public funds manager for a number of public agencies throughout the State of California. Mr. Shantic holds advanced degrees in Business, Portfolio Management, Public Administration, Conflict Resolution, and Government. He received a Bachelor of Arts in Political Science and Philosophy from the

University of Redlands. He is currently a doctoral student in Business Administration at Grenoble Ecole de Management, Grenoble, France.

Kevin Shuba

Chief Executive Officer, OmniTRAX

Kevin Shuba serves as the Chief Executive Officer for OmniTRAX, Inc., one of North America's largest privately-held transportation service companies. As CEO he oversees the daily operations of the companies 21 Short Line Railroads, Port and Terminal Operations, The Great Western Industrial Park, GEOTRAC Industrial Hub, OmniTRAX Energy Services, and OmniTRAX Logistics Services. Prior to joining OmniTRAX and The Broe Group, Kevin had a sixteen year career with Brambles Limited, the \$6 billion dollar logistics services company. While at Brambles he served as a Brambles Corporate Officer, and held several senior leadership roles including Brambles Group Senior Vice President, Group President, CHEP Americas, and President, CHEP USA. Prior to joining Brambles, Kevin held several senior sales and management positions with Baxter Healthcare Corporation. Additionally, he served in the United States Army for six years obtaining the rank of Captain. Kevin is a graduate of the United States Military Academy at West Point, and continued his business education at Stanford and INSEAD.

Rick Webb

Chief Executive Officer, Watco Company

Rick has been Watco's Chief Executive Officer since 1998 with primary responsibility for the growth and strategic direction of Watco. Prior to being named CEO, Rick learned the business by working alongside his father Dick Webb, founder of Watco Companies. Rick has held various management and leadership positions within the company including operations, purchasing, marketing, accounting, and financial management. Rick has always been an active participant in efforts to improve rail transportation for Customers; he serves on the Board of Directors for both the Association of American Railroads and National Industrial Transportation League. Rick is also a vigorous supporter of his community and advocates for Pittsburg State University and many local schools and community organizations. He is a member of the Pittsburg State University Foundation Board of Trustees, Community National Bank's (CNB) Advisory Board of Directors and U.S. Bank's Market Board of Directors. Rick earned a Bachelor of Science Degree in Physics from Pittsburg State University.

Cornell University

Cornell University is an American private Ivy League and public federal land-grant doctoral university located in Ithaca, New York. Founded in 1865 by Ezra Cornell and Andrew Dickson White, the university was intended to teach and make contributions in all fields of knowledge—from the classics to the sciences, and from the theoretical to the applied. The university is broadly organized into seven undergraduate colleges and seven graduate divisions at its main Ithaca campus, with each college and division defining its own admission standards and academic programs in near autonomy. The university also administers two satellite campuses, one in New York City and one in Education City, Qatar. Since its founding, Cornell has been a co-educational, non-sectarian institution where admission has not been restricted by religion or race. Cornell counts more than 245,000 living alumni, and its former and present faculty and alumni include 34 Marshall Scholars, 29 Rhodes Scholars, 7 Gates Scholars, and 56 Nobel laureates. The student body consists of nearly 14,000 undergraduate and 7,000 graduate students from all 50 American states and 122 countries. For more information, visit www.cornell.edu



Continuing Advisory Board Members

CPIP Board Chair

Anthony Ferrari

CEO, Crimson Infrastructure

Anthony Ferrari is the founder and CEO of Crimson Infrastructure, and a Senior Advisor to iCON Infrastructure in London and Capstone Infrastructure (formerly Macquarie Power & Infrastructure Fund). Crimson is an infrastructure-focused investment and advisory firm that specializes in infrastructure, P3 and infrastructure technology-related business development and investment origination in the United States and Canada. Anthony has a MBA from the Ivey School of Business at Western University, an MPA from the School of Policy Studies at Queens University, and MSc from the London School of Economics. Anthony has also earned a BA from the School of Journalism at Carleton University, and during his undergraduate degree studied at both Harvard University and Georgetown University. Anthony was formerly a member of the Advisory Council for the Lawrence Centre for Policy and Management at the Ivey Business School, as well as a Board Member of the Canadian Institute of International Affairs (CIIA). <http://www.linkedin.com/in/aanthony-ferrari-msc-mpa-mba-17845629>

CPIP Director

Rick Geddes

Professor, Department of Policy Analysis & Management, College of Human Ecology, Cornell University

Rick's research focuses on policies facilitating investment in the renovation and construction of U.S. transportation infrastructure through PPPs. He also has conducted wide-ranging research in other fields including electric utility reform, postal service policy, corporate governance, women's property rights, and antitrust policy. Rick is affiliated with the Mineta Transportation Institute of San Jose State University and is a visiting scholar at the American Enterprise Institute. He was a commissioner on the National Surface Transportation Policy and Revenue Study Commission (2008). Rick holds a Ph.D. and MA in Economics from the University of Chicago.

CPIP Executive Director

Tom Madison

President, TJM Advisors LLC

Mr. Madison's career includes a mix of public and private sector leadership positions in the transportation infrastructure space. He is currently a private consultant, having most recently served the public as Executive Director of the NYS Thruway Authority and Canal Corporation. In this role, Madison oversaw all aspects of the successful project development, procurement, financing, and delivery efforts for the New NY Bridge project to replace the Tappan Zee. Mr. Madison was appointed U.S. Federal Highway Administrator by the U.S. President, was a Cabinet Member and transportation advisor to two NY Governors, Commissioner of the NYS Department of Transportation, and has chaired and served on numerous state and national transportation organizations. His private sector experience includes senior executive positions at STV, Inc. and Spectra Subsurface Imaging. Madison's career began at his father's commercial construction company in Binghamton, NY. He earned his B.A. in Political Science and International Relations from the State University of New York at Geneseo.

Advisory Board Members

Dean Angelakos

Senior Regional Business Development Leader, CHA

Dean is CHA's Senior Regional Business Development Leader. Prior to CHA, he was the SVP for regional planning and development at Parsons, with responsibility to develop relationships and represent the company to key stakeholders in the NY Metro area. Dean was also Director of Business Development at Jacobs Engineering, and has held positions in both New York State and City government, including the offices of the City and the State Comptroller, the New York City Deputy Mayor for Finance and Economic Development, the New York City Council, and the New York City Department of Environmental Protection. Dean serves on the boards of American Council of Engineering Companies of New York, the NY Building Foundation, and the YMCA of Greater NY, and the NJ Alliance for Action, NJ's largest infrastructure advocacy organization. Dean is a graduate of Cornell University.

Jon Berger

CEO, Great Lakes Dredge & Dock Company

Jon became the Chief Executive Officer of Great Lakes in 2010. From 2002 until 2009, he was a managing director and co-head of corporate finance for Navigant Consulting, Inc. and before that was the partner in charge of the corporate finance practice of KPMG, LLP. Jon holds a BS from Cornell and a MBA from Emory University. Great Lakes Dredge and Dock is an American company providing construction services in dredging and land reclamation, the largest such provider in North America. Great Lakes is also a leader in coastal protection and restoration projects, mitigating the potential risks of flooding and land erosion from storm surges by implementing techniques such as rebuilding beaches, building protective berms and dunes, and creating natural barrier islands along coastlines.

Enrique Díaz-Rato

CEO, Cintra

Mr. Díaz-Rato holds a degree in Economics and was awarded an MBA by the EOI. He is the CEO of Cintra, one of the leading private developers of transport infrastructure in the world in terms of number of projects and investment volume. Mr. Díaz-Rato joined Grupo Ferrovial in 2000 as President and Chief Executive Officer of the Chilean toll roads. In 2004 he moved to Canada as President and Chief Executive Officer of the 407-ETR, the largest toll road in the world and Cintra's most important asset. From April 2007, he is member of Ferrovial's Management Committee. Mr. Diaz-Rato is a Civil Engineer with more than twenty years of experience in the transport industry, where he has developed different functions in several companies.

Raymond DiPrinzio

Senior Vice President, Sumitomo Mitsui Banking Corporation

Ray leads a team of project finance bankers providing banking and other financial services to private developers, construction companies, equity investors and O&M contractors working with public sector entities to develop transportation, environmental, and social infrastructure facilities in North America and the Caribbean. Before joining Sumitomo Mitsui, he was the Head of Project Finance for the CIFG Group and First Vice President of Ambac Assurance Corporation. Ray holds an MBA from Columbia Business School and a BA from the University of Michigan.

Mark Fagan

Lecturer at Harvard University's Kennedy School of Government & Founding Partner, Norbridge Inc.

Mark is an Adjunct Lecturer in Public Policy at the Harvard Kennedy School where he teaches operations management and lobbying. He is founding partner of the management consulting firm Norbridge, where he works with transportation, telecommunications and utility industry clients. He earned a Masters Degree in City and Regional Planning at Harvard University and a BA at Bucknell University.

John Foote

Senior Fellow at Harvard University's Kennedy School of Government & Lecturer at Cornell University

John is a Senior Fellow at the Taubman Center for State and Local Government at Harvard's Kennedy School and a visiting lecturer at Cornell University, teaching courses in public finance and transportation policy. John has made substantial contributions to CPIP as its founding Executive Director and, over the last several years, he has been engaged in analyzing funding and pricing issues related to transportation. John was a co-founder at a transportation engineering company specializing in intelligent transportation systems and services, such as

electronic toll collection. He also has twelve years of experience as a public finance banker both in the United States and Asia. John holds a Master of Public Administration from the Wharton School of the University of Pennsylvania and a B.S. in Engineering from Cornell University.

H. Oliver Gao

Associate Professor, School of Civil & Environmental Engineering, Cornell University

Oliver is an Associate Professor in the School of Civil and Environmental Engineering at Cornell University. Oliver's research focuses on transportation systems, environment (specifically air quality and climate change), energy, and sustainable development. He is a member of Transportation Research Board Committee on Transportation and Air Quality. Oliver holds degrees from the University of California at Davis (Ph.D. in CEE, M.S. in Statistics, and M.S. in Agriculture and Resource Economics), a MS degree in Civil Engineering, and undergraduate degrees in Civil Engineering and Environmental Science from Tsinghua University, China. Before joining Cornell, Oliver was an analyst in the mathematical and econometrical modeling division of the Rohatyn Group, LLG, a Wall Street hedge fund specializing in emerging markets such as the BRIC countries.

Steve Greenberg

Managing General Partner, Fox Meadow Capital Partners

Steve is a senior finance professional with 20 years of experience in private equity, infrastructure, mergers and acquisitions, and financing. He founded Fox Meadow Capital Partners, a private equity investment and advisory firm, in 2007 and currently works on infrastructure investments with some of the world's largest infrastructure funds. He also has operating experience in electric power, cellular, landline communications, and various media businesses. Mr. Greenberg has taught an advanced private equity course for Cornell's graduate engineering and business schools since 2008. He received a BS from Cornell's College of Engineering in 1989, an MBA from the Johnson Graduate School of Management in 1990 and a JD from Stanford Law School in 1998.

Martha Gross

Senior Infrastructure Advisor, Arup

Martha is a senior infrastructure advisor at Arup for transportation megaprojects. Her work in the firm's Transaction Advisory practice has advanced large public-private partnership initiatives in both the planning and construction stages as lenders' technical advisor, translating between technical and financial stakeholders for privately-financed tunnel and highway projects. In her current role, she serves in senior commercial management for the New York State Thruway Authority to deliver New York's \$3 billion Tappan Zee Bridge replacement. Having started her career as a hands-on field construction worker, she spent seven years in the heavy-civil contracting industry developing large transportation projects along the east coast. She subsequently earned an MBA and PhD in infrastructure finance and delivery, building on previous degrees in civil engineering, and is a licensed civil engineer. With past experience as adjunct teaching faculty, she continues to maintain close connections to academia and frequently speaks and writes on infrastructure topics. Martha has a MBA, PhD-Civil Engineering from Virginia Tech and a BS and MEng in Civil Engineering from Pennsylvania State University.

Nuria Haltiwanger

CEO for ACS Infrastructure Development, Inc. and ACS Infrastructure Canada Inc.

Ms. Haltiwanger leads the North American development and concession subsidiaries for ACS Group. ACS Group is one of the world's largest construction and infrastructure development companies, ranked #1 on ENR's Top 250 International Construction Companies, with 200,000 employees worldwide, and is also listed as the World's Largest Transportation Developer by Public Works Financing, having participated in over 150 public-private partnership projects to date. Under her direction, ACS Infrastructure in North America is currently developing over US\$16 billion in PPP projects, including the recent landmark New Champlain Bridge Project in Quebec, C\$5.5 billion Eglinton Crosstown light rail project in Ontario, as well as several important projects in the United States, which include the I-595 Corridor Improvement Project in Florida (the first availability payment PPP in the U.S.), the Portsmouth Bypass Project in Ohio, and in Texas, the SH-288 Managed Lanes project and the Harbor Bridge project. Prior to joining ACS, Nuria worked in the New York office of Dewey & LeBoeuf LLP as part of the Project Finance group, focusing on concession-based infrastructure, as well as energy projects, including renewable energy. Ms. Haltiwanger earned her Juris Doctorate at Georgetown University Law Center, and BAs in Economics, International Studies and Political Science from the University of Miami.

Patrick D. Harder

Partner & Infrastructure Practice Group Chair, Nossaman LLP

Patrick D. Harder, chair of Nossaman's Infrastructure Practice Group, is widely known for leadership in public-private partnerships (P3s) and other innovative project delivery methods such as design-build and construction manager at-risk. Mr. Harder assists public agencies in advancing complex projects through cutting-edge approaches, including helping to create a model for the use of availability payment P3s that laid the groundwork for such transactions across the United States. Among his projects, he recently advised the University of California in achieving commercial and financial close on the \$1.3 billion UC Merced 2020 Campus Expansion Project – the first university campus expansion in the country to be undertaken using the P3 availability payment model. Before joining Nossaman, Mr. Harder served as general counsel and executive manager for two of the world's largest construction and engineering firms, both based in Japan. He also worked as legal and business advisor on dozens of public and private construction and infrastructure projects around the world including the Petronas Towers in Kuala Lumpur, Malaysia – two of the world's tallest buildings. Chambers-rated nationally and globally in the field of P3s, Mr. Harder has a B.A. from Loyola Marymount University and a J.D. from University of California, Los Angeles School of Law.

Keith B. Hennessey

Principal Vice President & Head of Public-Private Partnerships, Bechtel Infrastructure Corporation

Previously, Keith was the Manager of Strategy and Business Development for Bechtel Infrastructure, Bechtel's global EPC business in the power, transportation, communication and civil markets. He also served as the Executive Assistant to Bechtel's CEO. Keith joined Bechtel in 2012 as the Chief Financial Officer of Bechtel Power Corporation responsible for financial management, controls, management information reporting and strategy. Keith has over twenty years of experience in the investment banking industry. Previously, Keith worked for Morgan Stanley and Bank of America in a variety of roles including: the Global Chief Operating Officer and Head of the US industrial Group at Morgan Stanley Investment Banking and Head of Bank of America's Diversified Industrial Group. Keith graduated from Georgetown University and received an MBA from Harvard Business School. Keith is based in Reston, VA and lives in Washington, D.C. with his wife, Jackie, and three sons.

Mark Joseph

CEO & Vice Chairman, Veolia Transportation North America

Mark began his career with Yellow Cab of Baltimore where he served as President and CEO for 20 years. The company was acquired by Veolia in 2001 and since 2006, Mark has been the CEO of Veolia Transportation North America. He serves on the executive committee of Veolia's parent company Veolia Transdev. Mark has transformed Veolia Transportation into the largest multi-modal (bus, rail, paratransit, shuttle, and taxi) transportation company in North America. He has directed Veolia's innovative public-private operating partnerships (P-POP) with the New Orleans Regional Transit Authority and the Nassau County, NY bus and paratransit system. Mark is a graduate of American University and serves on the Advisory Board of the Johns Hopkins Carey Business School.

Joung H. Lee

Policy Director, AASHTO – American Association of State Highway and Transportation Officials

In his role as Policy Director, Joung Lee leads AASHTO's transportation policy, regulatory, and program finance activities. Working with Congress, executive branch agencies, and transportation industry stakeholders, Joung represents the policy interests of state departments of transportation during development, passage, and implementation of legislation. In addition, he oversees technical service programs for AASHTO's member DOTs in the areas of environment, finance, planning, transit, and rail. Prior to joining AASHTO in 2007, Joung started his career with the Federal Highway Administration in 2000. He is the founder of Young Professionals in Transportation, a national networking organization for career development, and served as the founding Chair of Young Members Council at the Transportation Research Board and as the 2014 Chairman of the Road Gang, a DC-based highway policy society. He is a graduate of the University of Virginia and the University of Pennsylvania.

Ruth McMorrow

Executive Vice President, Parsons Enterprises

Ruth McMorrow is Executive Vice President, Parsons Enterprises, the strategic investment unit of Parsons Corporation, an international engineering, construction, technical, and management services firm headquartered

in Pasadena, California, with more than 11,500 employees and revenues of \$3 billion in 2012. Ruth is responsible for leading Parsons' efforts in Public-Private Partnerships, project financing opportunities, and project investment initiatives. She has more than 30 years of experience in the global infrastructure and U.S. public finance markets and has led teams providing financial advisory services, debt arrangement, and equity sales and sourcing services for infrastructure projects across sectors and geographic markets. Ruth has extensive expertise in structuring, negotiating, and executing infrastructure and municipal debt transactions. Ruth joined Parsons in March 2011, having held senior management positions at several global infrastructure banking institutions. Most recently she was the Managing Director for Scotia Capital, Global Infrastructure Finance International, where she spearheaded the bank's global infrastructure expansion into the United States, Europe, and Asia Pacific (Australia).

Edward Merlis

Consultant, Edward A. Merlis, LLC

Ed is a business, transportation, public affairs and government relations consultant providing corporations and trade associations with advice, guidance, operational strategies and advocacy for their business objectives. On Capitol Hill, Ed served on a number of U.S. Senate committees including the Committee on Appropriations and the Committee on Commerce, Science and Transportation where he was Staff Director. Ed's high-level experience in aviation, surface transportation, and telecommunications, coupled with his familiarity and facility with business operations and the legislative and public affairs process, has resulted in a wide array of consulting engagements.

Peter Nicol

President, Water Business Group, CH2M

Mr. Nicol, President of CH2M's Water Business Group, began his career at Gore & Storrie in 1980, which was acquired by CH2M in 1995. He brings more than 35 years of professional experience in the engineering and construction industry and has held key management, operations and technical roles in the infrastructure, and water sectors. Peter is a Professional Engineer licensed to practice in British Columbia, the Yukon Territories and Ontario. He is a Member of the Water Environment Federation and the American Water Works Association and has held numerous senior executive roles in Business Operations and Business Development at CH2M. His duties have included full P&L responsibility for the global water business, overseeing consulting, program management, design, design-build and operations solutions for government, civil, industrial and energy clients. He has also led CH2M water business outside the US, with key focus on Canada, Australia, New Zealand, Brazil, Argentina, Mexico, Trinidad, United Arab Emirates, Saudi Arabia, Qatar, United Kingdom, Europe, India, and Singapore.

Thomas Denis O'Rourke

Thomas R. Briggs Professor of Engineering in the School of Civil and Environmental Engineering, Cornell University; Chair of the International Advisory Group at the Centre for Smart Infrastructure and Construction, Cambridge University

Professor Tom O'Rourke holds a Ph.D. and M.S. degree in Geotechnical Engineering from the University of Illinois at Urbana-Champaign and a B.S.C.E. from Cornell. He has been a member of the teaching and research staffs at Cornell University and the University of Illinois at Urbana-Champaign. His teaching and professional practice include geotechnical engineering for earth retention systems, foundations, and soil/structure interaction; earthquake engineering; underground construction technology, and engineering of large, geographically distributed systems, such as water supplies, gas and liquid fuel systems, electric power, and transportation facilities. He has authored or co-authored over 360 publications on geotechnical, underground, earthquake engineering, and impact of extreme events on civil infrastructure. He was principal or co-principal investigator on more than 75 research projects, and has supervised 24 Ph.D. and 22 M.S. theses. Since 1995 he delivered 150 invited lectures, keynote, and conference presentations worldwide. He is a member of the US National Academy of Engineering, International Fellow of the Royal Academy of Engineering, Distinguished Member of American Society of Civil Engineers (ASCE), and Fellow of the American Association for the Advancement of Science. He received numerous awards from professional societies, including ASCE, Institution of Civil Engineers (United Kingdom), and the American Society for Testing and Materials. Tom has served as chair or member of the consulting boards of many large underground construction projects, as well as the peer reviews for projects associated with highway, rapid transit, water supply, and energy distribution systems. He holds US Patent #5713393 for "frictionless pipe", Feb. 1998, and jointly holds US Patent # 8701469 for flexible substrate sensor system for environmental & infrastructure monitoring, Apr. 2014.

Javier Pérez Fortea

CEO, Globalvia

Javier Pérez Fortea is a Civil Engineer who started his professional career in the world of construction. He worked firstly in Spain, and then in the USA, Indonesia, The Philippines and Jamaica as Country General Manager for several Spanish construction companies. Since 1999, he has worked in the transportation infrastructure PPP world, having been involved in the world's largest projects of this nature. He has been responsible for the construction, financing and operation of toll highways and rail projects in 11 countries on 3 different continents.

Karl H. Reichelt

Senior Vice President & Global P3 Leader, AECOM Capital

He is leading active pursuit of ~\$7B in North American Public-Private Partnership (P3) infrastructure projects where AECOM will provide turnkey lifecycle design-build-finance-operate-maintain services including equity investment. Previously, Karl served nine years as Executive Vice President for Skanska Infrastructure Development where under his leadership the company delivered three of the four largest P3 projects in recent American history: \$4.3B, LaGuardia Airport Central Terminal Building, New York, NY (2015); \$2.4B, I-4 Ultimate Managed Lanes Project, Orlando, Florida (2014); \$2.2B, Midtown/ Downtown Tunnels/MLK Freeway Project, Norfolk, Virginia (2012). From 2010-12, Karl also led the company's Latin American P3 business and in 2011, won the \$400M Antofagasta Highway toll road in Northern Chile. All told, Karl and his team delivered +\$4B of construction volume and invested +\$400M of equity for Skanska alone via P3s. Karl formerly served as a county, state and federal government executive. He served eight years as a top appointed official under the Administration of NY Governor George E. Pataki and for nearly four years, as a top appointed official under the Administration of US President George W. Bush as Regional Administrator, Chief Procurement Officer and Chief of Staff of the US General Services Administration. Karl is a 1989 graduate of the Nelson A. Rockefeller College of Public Affairs & Policy, State University of New York – Albany, BA, Political Science.

Bill Reinhardt

Editor/Publisher, Public Works Financing Newsletter

Bill is a business journalist with 40 years of experience reporting on the development of transportation, energy, and environmental infrastructure projects worldwide. He founded Public Works Financing Newsletter in 1988 to track the market for Public-Private Partnerships in North America and internationally. PWF has been published every month for the past 26 years and has 3,500 subscribers.

James Reynolds, Jr.

Founder, Chairman & CEO, Loop Capital.

Mr. Reynolds, along with Albert R. Grace, Jr., founded Loop Capital in 1997 with a simple motto as a guide: "To provide client service beyond expectations." The motto still serves as the foundational driving force of the firm. Mr. Reynolds currently oversees all aspects of Loop Capital, including investment banking, brokerage and financial advisory services. A 30-year veteran of the financial services industry, Mr. Reynolds held senior-level positions at several global Wall Street firms prior to founding Loop Capital—then a municipal bond firm. Since, Loop Capital has grown into one of the most dynamic and diversified investment banking firms in the country, expanding into corporate finance, global equity trading, taxable fixed income trading, tax-exempt fixed income trading, mergers and acquisitions, public finance, infrastructure investment and financial consulting. As Chairman and CEO, Mr. Reynolds spearheaded the accelerated growth and diversification of the firm, which is now one of the largest privately-held investment banks in the United States. A passionate advocate of giving back to the community, Mr. Reynolds currently serves on the boards of buildOn, Chicago Community Trust, Chicago United, Get IN Chicago, Illinois Business and Economic Development Corporation and The University of Chicago Medical Center. Additionally, Mr. Reynolds is Vice-Chair of the board for the Chicago Urban League and a member of the CFA Institute. In February 2013, he was chosen by Mayor Rahm Emanuel to co-chair the board of Get IN Chicago, which aims to prevent violence through intensive mentorship and intervention in the lives of at-risk youth. Previously, he was appointed to serve on the boards of World Business Chicago and The Illinois Sports Facilities Authority by the Mayor Emanuel in 2011. Mr. Reynolds holds a Masters of Management in Finance from Northwestern University's Kellogg Graduate School of Management and a Bachelor of Arts in Political Science from the University of Wisconsin, La Crosse. He received his Chartered Financial Analyst designation from the AIMR in 1991 and holds series 7, 24, 53 and 63 licenses.

Scott Zuchorski

Co-Head of U.S. & Canadian Global Infrastructure and Project Finance Group, Fitch Ratings

Scott is the co-lead of Fitch's Transportation team. He covers a variety of transportation and infrastructure transactions including airports, seaports, toll roads, privately financed sports stadiums, and public-private partnerships (P3s). Scott's experience in infrastructure P3 projects comprises several recently rated transactions including Presidio Parkway, Mid Town Tunnel in Norfolk VA, the Carlsbad Desalination Plant, the Indiana portion of the Ohio River Bridges project and the Goethals Bridge Replacement project. Prior to joining Fitch, Scott was a First Vice President at Ambac Assurance Corporation. He began his career as a management consultant with Arthur Andersen LLP's Government Services Practice in Washington, DC. Scott received his BS from Cornell University and his Masters of Public Administration from the Maxwell School at Syracuse University.