U.S. Department of Transportation



BUILD AMERICA BUREAU

Accelerating Project Delivery: The Role of Public-Private Partnerships (P3s) in Improving Community Infrastructure

Presented by: Reconnecting Communities Institute (RCI)

September 23, 2026

Agenda

Time	Session
2:00-2:15pm	About the Build America Bureau and RCI
2:15-3:15pm	Panel Discussion: P3 Perspectives
3:15-3:20pm	*Break*
3:20-4:05pm	Panel Discussion: P3s in Practice - Presidio Parkway
4:05-4:15pm	*Break*
4:15-5:15pm	Panel Discussion: Private Partnership for Community Revitalization
5:15-5:30pm	Closing Remarks

About the Build America Bureau and RCI

About RCI

- RCI is a USDOT **technical assistance (TA) center** that helps communities expand economic opportunity and mobility through innovative **transportation reconnection projects**.
- RCI provides **project readiness and project development support** through tailored one-on-one technical assistance, group and peer-based learning, and tool and resource creation.

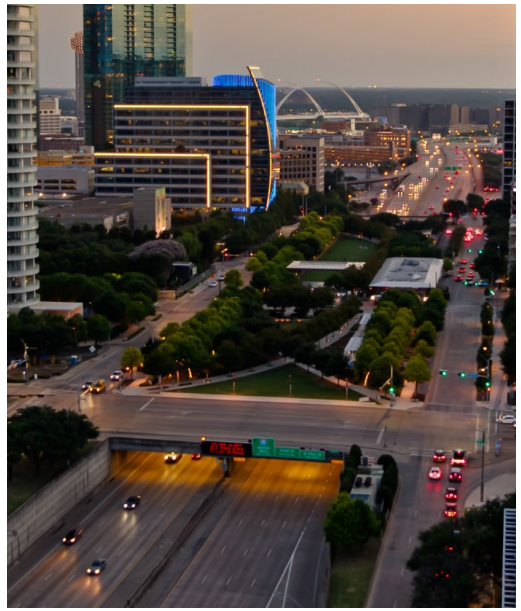
Public Law 117-3684 established a technical assistance program to build capacity to engage in transportation planning and identify innovative solutions to infrastructure challenges.



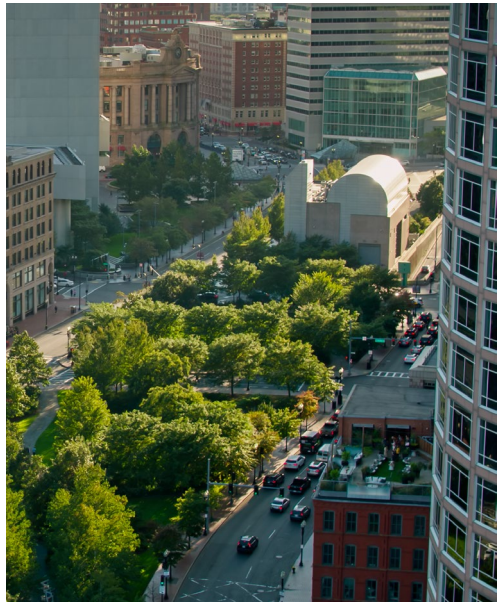
What is a Reconnection Project?

A project that addresses a mobility barrier caused by a transportation facility to improve community connectivity and promote **safety, mobility, economic development**, and other community benefits.

EXAMPLES



Highway Caps



Underground Relocations



Highway Conversions



Grade-Separated Crossings

RCI P3 Working Group

A peer exchange for communities advancing transportation projects through public-private partnerships (P3s) — covering private investment, faster delivery, risk sharing, procurement, and long-term public accountability.

1

Session 1 — Virtual

Laying the Foundation

Establish a shared understanding of P3 models and assess where each community stands. Participants introduce their projects, surface current challenges, and define priority learning needs.

2

Session 2 — In-Person

Deep Topic Exploration

Over 1.5 days, explore a real-world P3 project through a site visit and discussion with implementers. Participants apply lessons to their own projects through workshops and peer feedback.

3

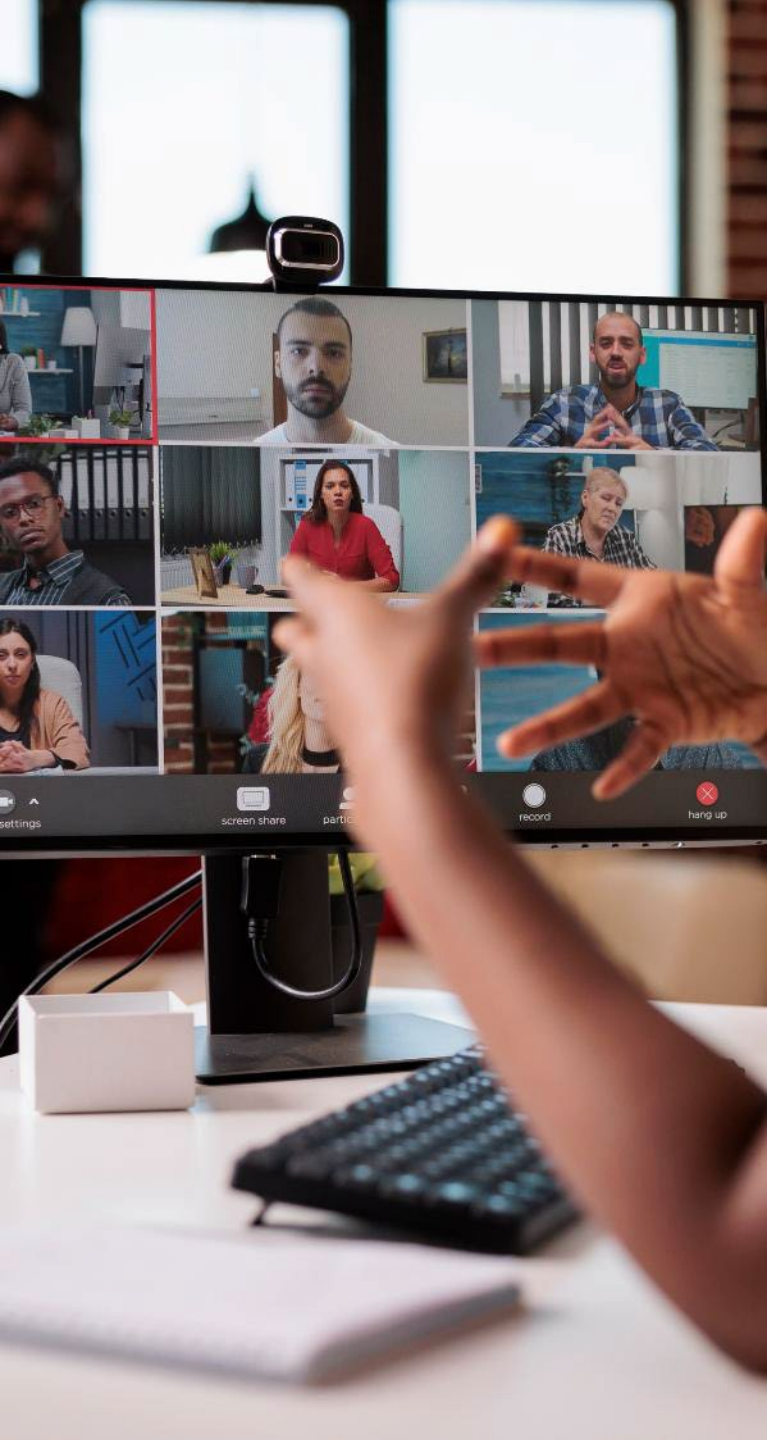
Session 3 — Virtual

Clarifying Next Steps

Translate learning into concrete next steps. Participants close out topic discussions, identify priority actions, and leave with a clear path for advancing their projects.

New to RCI?
Submit an Expression of Interest by Oct. 31, 2026, at rciconnect.org, noting the P3 Working Group in the final question.

Already an RCI community?
Let your community liaison know you are interested by Oct. 31, 2026.



Introduce Yourselves!

Please respond to the polling questions on your screen:

- What type of organization do you represent?
- What level of experience do you have with P3s?

RECONNECTING COMMUNITIES INSTITUTE

Today's Objectives

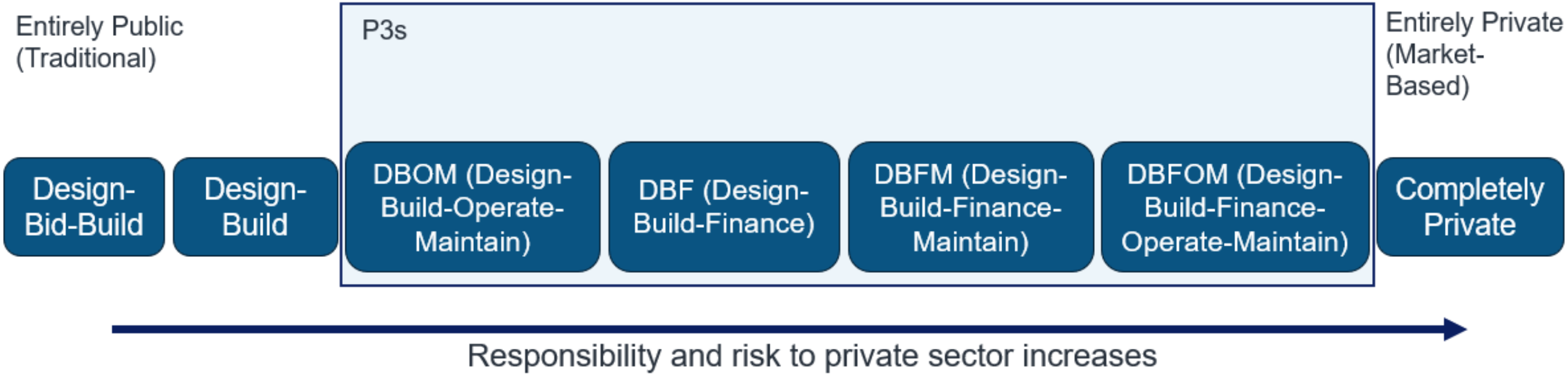
Through a panel discussion and case studies:

- Provide **insights on P3 projects** and the opportunities for P3s in reconnecting communities projects
- Share **lessons learned from reconnection projects** that have used P3 or partnership-based approaches, with a focus on project structure and community partnership

P3s and the Opportunity

What Is a P3?

The term Public Private Partnership or “P3” is used to cover a range of procurement options.



Why P3: Optimal allocation of risks to the parties best able to manage them, resulting in better value outcomes.

What Is a P3?

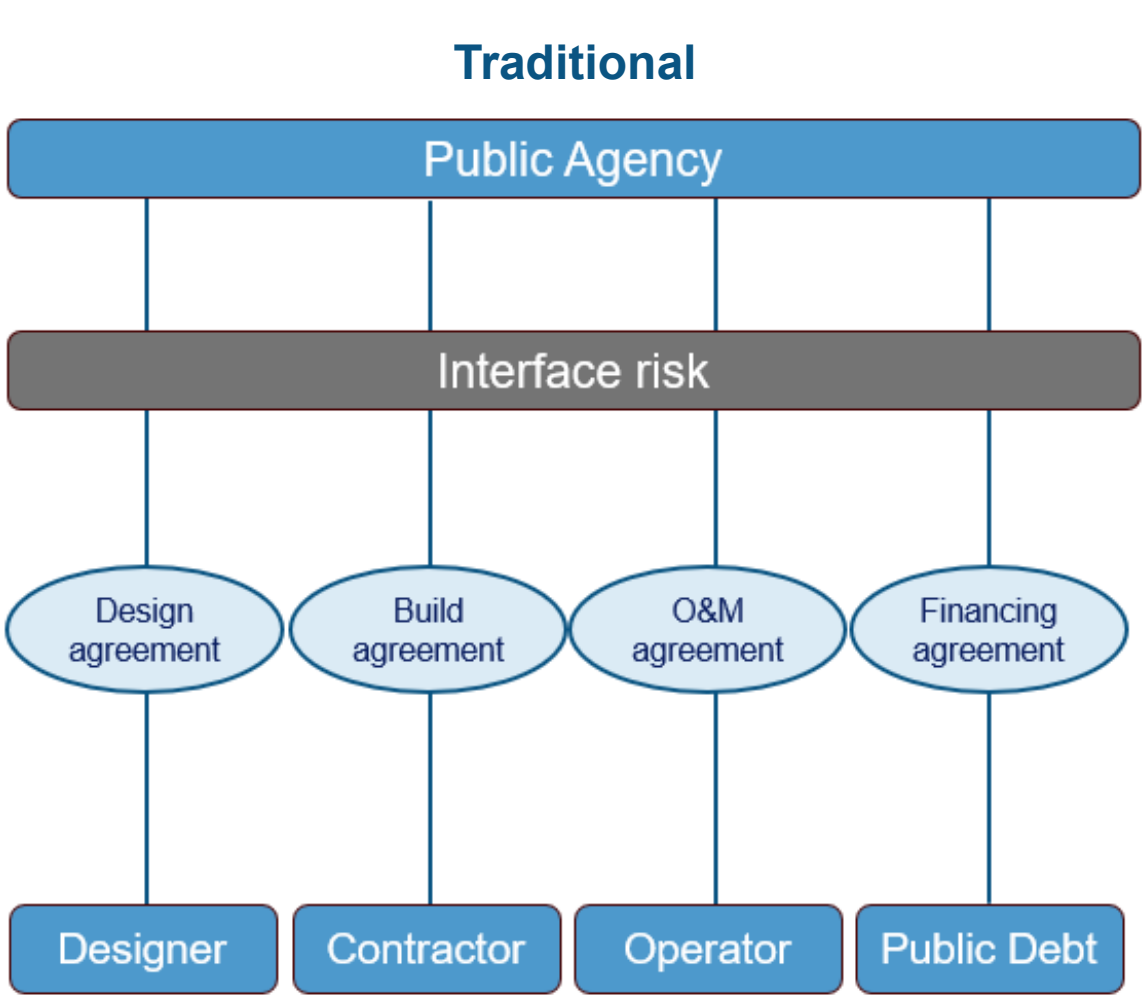
It's a **long-term contractual arrangement** between a public sector agency and a private partner to deliver assets and services for the benefit of the communities they serve:

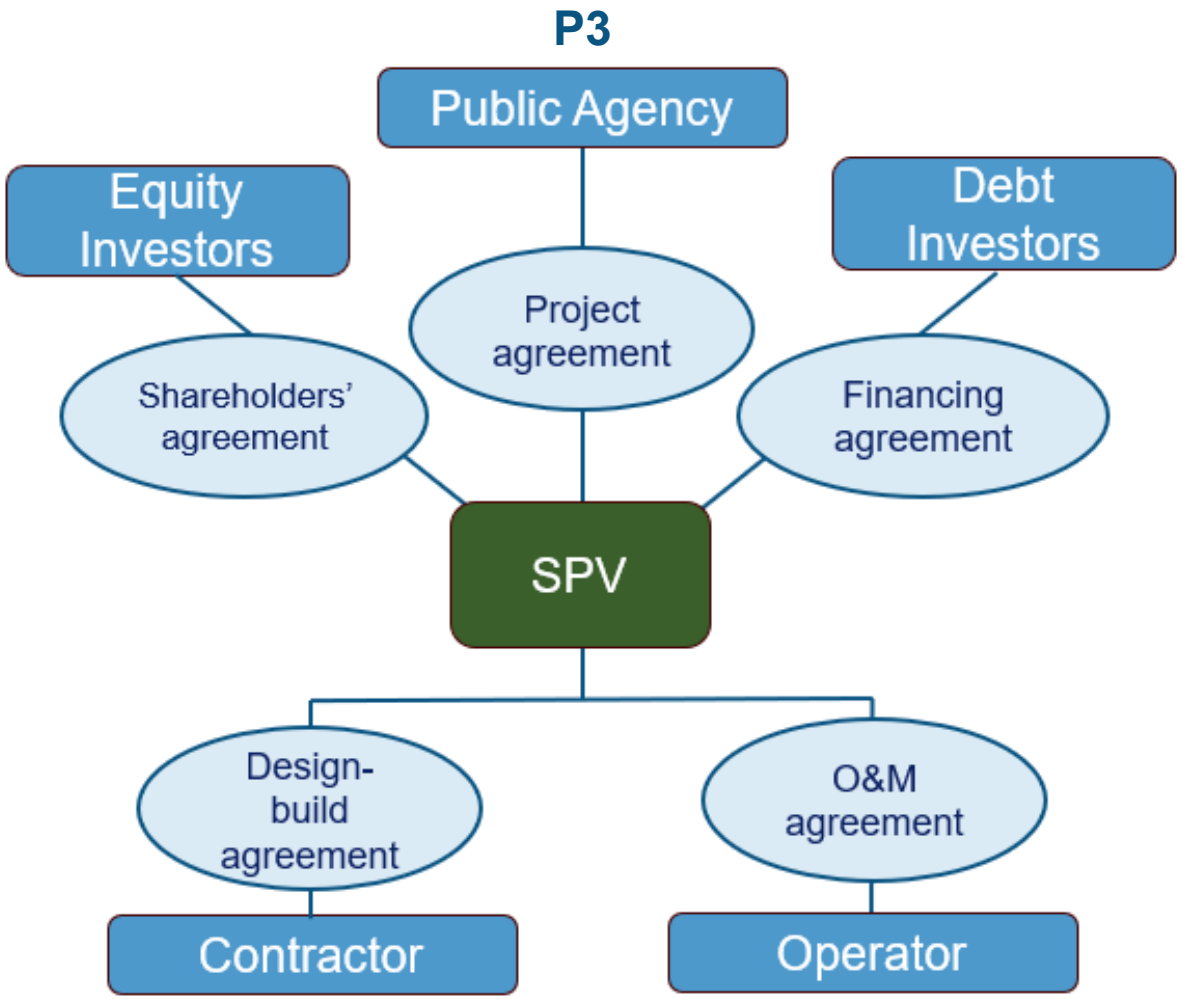
the **private partner** assumes design, construction, financing, maintenance and, depending on the model, operations responsibility; and

the **public sector agency** sets policy & objectives as well as tariff limits for the private partner to charge users and/or makes service payments, subject to the achievement of performance metrics, once the project is operational.

What Is a P3?

Contractual Structure Comparison: Traditional Delivery vs. P3





What Is a P3?

Contractual Structure Comparison: Traditional Delivery vs. P3

	Traditional	P3
Pay For	Individual elements retaining the interface risk	Integrated long term service provision
Up-Front Transaction Costs	Lower	Higher
Risk Retained	Higher	Lower
Timeline	Shorter transaction phase, greater risk of delay during design & construction	Slightly longer transaction phase, less risk of delay during design & construction

Why P3s Matter for Reconnection

The Opportunity

P3s accelerate project delivery by transferring risk in a way that incentivizes optimum performance and life cycle management to provide solutions for critical infrastructure challenges.

RECONNECTION PROJECT CHARACTERISTICS

- Community-driven projects
- Addresses a mobility barrier caused by a transportation facility
- Improves community connectivity and promotes safety, mobility, economic development, and other community benefits

BENEFITS OF P3

- Risk transfer incentivizes efficient performance and innovation
- Financing repaid over the long term once operational
- Single point responsibility

Panel Discussion: P3 Perspectives

Panel Discussion

Moderator



Tim Treharne
Americas Advisory Services Leader
Arup

Panelists



Dr. Morteza Farajian
Executive Director
Build America Bureau



Nicolas Rubio
Chief Executive Officer, Americas
Meridiam



Sia Kusha
Group Head Partnering & Project Development
Plenary Americas

Break: We are on a quick transition to the next panel

Panel Discussion: P3s in Practice – Presidio Parkway

Panel Discussion

Moderator

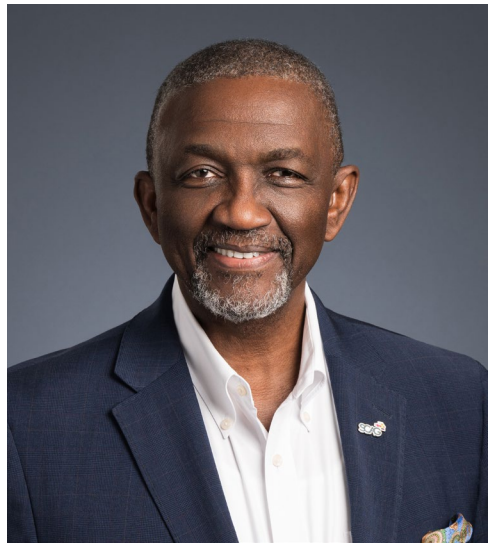


Tim Treharne
Americas Advisory Services Leader
Arup

Panelists



Tilly Chang
Executive Director
San Francisco County Transportation Authority



Kome Ajise
Executive Director
Southern California Association of Governments



Peter van der Waart van Gulik
Executive Director
Meridiam

Presidio Parkway / Doyle Drive Replacement

San Francisco, California

Project Overview:

- Replaced Doyle Drive (southern access to Golden Gate Bridge) to address seismic, structural, and safety deficiencies
- Constructed a modern parkway including tunnels, viaducts, interchanges, multimodal access improvements
- Enabled the creation of the Presidio Tunnel Tops

Features and Benefits:

- California's first AP Payment highway P3
- Community-led design process
- Preserved Presidio's historic buildings and sensitive sites
- Created thousands of jobs to support Bay Area's local and regional economy
- Reconnected the Presidio to the San Francisco Bay waterfront

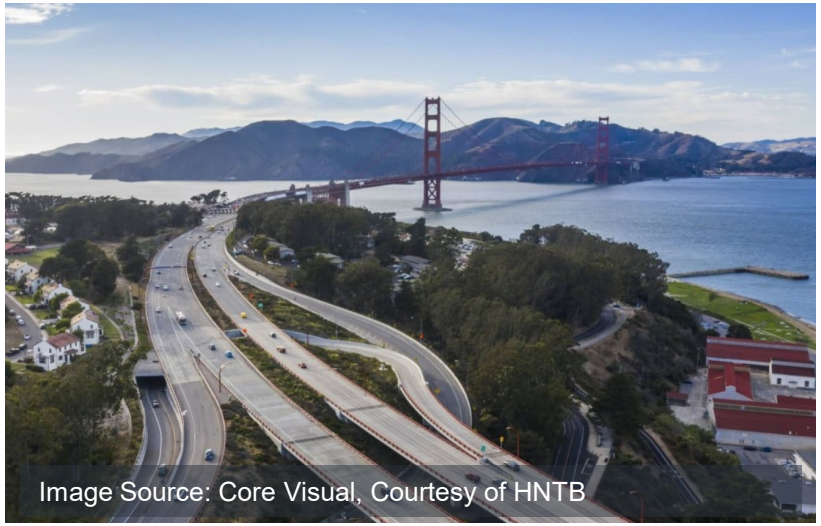


Image Source: Core Visual, Courtesy of HNTB



Image Source: Presidio Trust

Presidio Parkway / Doyle Drive Replacement

Project Delivery and Financing

Total Cost:	$1,085 million + (Phases I and II)
Sponsors:	Caltrans and the San Francisco County Transportation Authority (SFCTA)
Phase I Delivery:	Traditional Design-Bid-Build
Phase II Delivery:	Design-Build-Finance-Operate-Maintain (DBFOM)
Phase II Private Partner:	Golden Link Concessionaire (Meridiam and Aberdeen Investments)
Phase II Funding/ Financing Sources:	Federal, State and Local funds State Highway Account (AP's) $166.6 million Bank Loan $150 million TIFIA Loan Private equity


Image Source: Arup


Image Source: Arup

Break: We are on a quick transition to the next panel

Panel Discussion: Partnerships for Community Revitalization

Panel Discussion

Moderator



Tim Treharne
Americas Advisory Services Leader
Arup

Panelists



Piper Darlington
Director
Colorado Transportation Investment Office



Blake Holub
Deputy Chief Operations Officer
Maintenance Operations Administration, DC DOT



Christopher Hodgkins
Chairman
Miami Access Tunnel

Colorado Central 70

Colorado Central 70

Denver Colorado

Project Overview:

- Reconstructed approximately 10 miles of I-70 through Denver.
- Widened the interstate between I-270 and Chambers Road, adding one express toll lane in each direction and the potential to add a second express lane in the future.
- Lowered a major section of the interstate below grade.
- Built a 4-acre park over a 1,000-foot portion of the lowered highway.





Colorado Central 70

Denver Colorado

Features and Benefits:

- The largest transportation project undertaken in Colorado.
- Improved safety by redesigning shoulders and interchanges.
- Reduced corridor travel times by approximately one-third to one-half by 2035.
- Created a new connection between the Elyria and Swansea neighborhoods.
- Created new recreational, community, and event spaces.
- Created a GES tolling equity program that reinvests a portion of net tolls revenue into transit passes, toll credits and an on-demand ride share program.



Colorado Central 70

Project Delivery and Financing

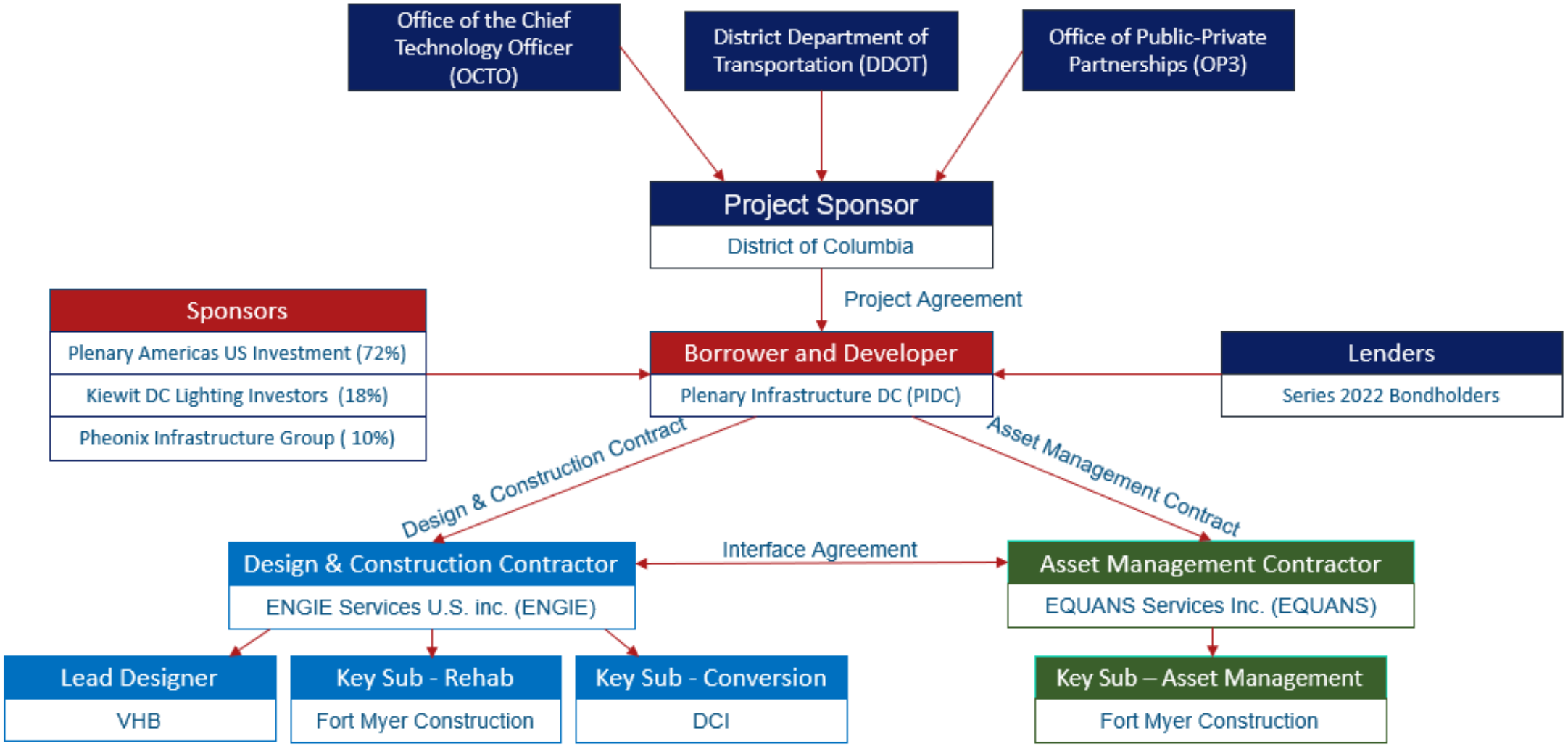
Total Cost:	$1.271 billion (TIFIA eligible project costs)
Construction Financing Package	$961.2 million
Sponsors:	Colorado DOT Colorado DOT Transportation Investment Office Statewide Bridge and Tunnel Enterprise
Private Partners	Kiewit Meridiam Partners LLC (40% Kiewit - 60% Meridiam)
Delivery:	Design-Build-Finance-Operate-Maintain agreement
Funding/ Financing Sources:	$850M (NPV) Colorado Bridge Enterprise funding $180M General Fund transfers $50M CMAQ funding $37M (NPV) City and County of Denver contribution $961.2M Concessionaire financing package, including TIFIA, PABs, and equity

DC Streetlight Network

Streetlight P3 Background

- This project was created develop a Public-Private Partnership (P3) for the District's streetlight network (76.9k).
- The P3 includes the conversion of all District streetlights to LED, the installation of a remote monitoring and control system, and rehabilitating streetlight assets to a state of good repair for a 15-year period.
- The P3 was seen as a more efficient way to manage one of the most complex assets of the District and bring all work activities under one umbrella.

DC Smart Lighting Public-Private Partnership Structure



FY 27 Budget/Anticipated Expenditures

- Total FY 27 Projected Expenditures
  - Quarterly Availability Payments - $7,844,038 ($31.3M)
  - Quarterly Reserve Payments - $392,201 ($1.5M)
  - Labor/IDCR - $4.5M

- Project Funding by Sources
  - Local Budget - $15.1M
  - NHPP (5.9%) - $1.3M
  - STBG (54.45%) - $12.5M
  - Local Match (39.63%) - $9.1M
  - Federal Portion - $23M
  - **Total - $38M**

Port of Miami Tunnel

Port of Miami Tunnel

Miami, Florida

Project Overview:

- Tunnel beneath the Main Channel, roadway improvements on Dodge and Watson Islands, and widening of MacArthur Causeway Bridge.
- Two tunnel tubes, each:
  - 3,900 feet long
  - 41 feet in diameter
  - Reaching a depth of 120 feet below the water
- Established a dedicated roadway connection between the Port of Miami, the MacArthur Causeway, and I-395, providing an alternative to the existing Port Bridge.



Port of Miami Tunnel

Miami, Florida

Features and Benefits:

- Improved access to PortMiami and support for its continued competitiveness.
- Improved traffic safety downtown by removing cargo trucks and cruise line buses from city streets.
- Facilitates ongoing and future development plans in and around Miami.



Port of Miami Tunnel

Project Delivery and Financing

Total Cost:	$1.113 billion (1.0729 billion in eligible project costs)
Design & Construction	$607 million
Sponsors:	Florida Department of Transportation Miami Access Tunnel (MAT) Miami-Dade County City of Miami
Delivery:	Design-Build-Finance-Maintain (DBFM) Availability Payment Concession
Funding/ Financing Sources:	$341.5 million Senior bank debt $341 million TIFIA loan $80.3 million Concessionaire equity $100 million FDOT construction milestone payments $209.8 million FDOT development funds

Closing Remarks

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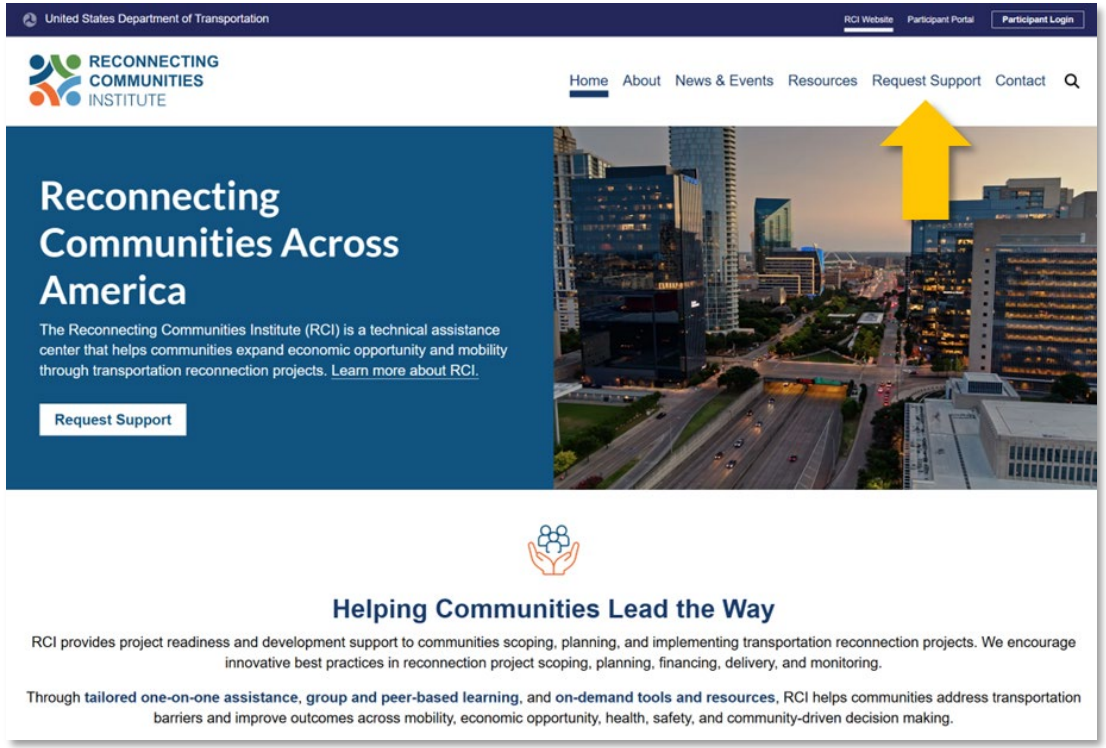
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How to Request RCI Support

1. Submit the expression of interest form on the RCI website: **RCIconnect.org/Request-Support**
2. After submitting the form, the RCI Team will contact you for a virtual meeting to learn more about your project and begin onboarding.

RCI technical assistance is available to any **state**, **local**, **Tribal**, or **territorial government**, **metropolitan planning organization**, or **community organization** working on a **qualifying reconnection project**.



RECONNECTING COMMUNITIES INSTITUTE

Thank You

Request RCI technical assistance at www.RCIconnect.org

Additional Questions? Contact: RCI@RCIconnect.org