



This innovative, collaborative committee brings together industry leaders (large & small) in the fields of construction, engineering, infrastructure, design, and land use to learn about key projects in our LAX Coastal community that will reshape how we live, work, and play.

## **Development, Design, and Construction (DDC) Group**

**Topic: “Delivering Our Future” - A P3 Panel Discussion**

Wednesday, March 27 @ 8-10A

Los Angeles Airport Marriott – 5855 W. Century Blvd., Los Angeles, CA 90045

Includes:    Networking with Industry & P3 Leaders  
                 Breakfast & Coffee  
                 Self-Parking

Cost:            \$30/Chamber Members    \$60/Not Yet Chamber Members  
**Space Limited! Sign up Early!**

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### **What is a P3?**

A public-private partnership (P3) is a delivery and financing method for the development of public infrastructure and the delivery of services. The requirements for design and construction and performance of services are set forth in a contract between a public agency and a private sector entity. While a P3 delivery method can be applied to many types of assets, some of the more common P3 projects include airports, railways, hospitals, bridges, highways, and new government buildings. Learn from a panel of experts about the ins and outs of the P3 model.



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# “Delivering Our Future” – A P3 Panel Discussion

## Featured Speakers

Event  
Moderator



**Katherine Perez-Estolano**  
*Associate Principal, ARUP*

Katherine Perez-Estolano is the Los Angeles Cities Leader and Associate Principal with Arup. She is an expert in urban planning, transportation, and stakeholder engagement. In the planning and land use field, she is highly regarded for developing complex public participation strategies that require collaboration among multi-cultural communities. With her background in community development, private real estate development, transportation policy and urban planning, she is recognized as a leader in the planning and development fields and speaks at conferences throughout the country.

Panelists



**Sharon Gookin**  
*Executive Project Director, LAX Integrated Express Solutions (LINXS)*

Sharon Gookin currently serves as the Executive Project Director of the LAX Integrated Express Solutions (LINXS) Constructors joint-venture consortium, where she is responsible for the successful design and construction of the \$4.9 billion Automated People Mover (APM) project in Los Angeles, California. The APM contract is the centerpiece of Los Angeles World Airport's (LAWA's) multi-billion-dollar Landside Access Modernization Program. With over 25 years of experience, she has an impressive background and a proven track-record in both project development and project execution of major infrastructure projects delivered using Public-Private Partnership and Design-Build execution models.



**Anne Fletcher**  
*Managing Partner, HOK Design*

Anne Fletcher leads HOK Los Angeles as Managing Principal, where she is responsible for the strategic direction and overall performance of the multidisciplinary practice. An architect with over two decades of project management and design experience, she has led teams for many significant projects including dozens of mixed-use, retail, residential and transportation projects. Before relocating to Los Angeles in 2017, she ran the HOK New York mixed-use practice and led The New LaGuardia Airport Masterplan, guiding the complex design and implementation of over \$9.5 billion of simultaneous redevelopment which includes the largest P3 in the US.



**Will Gorham**  
*Associate Vice President, Plenary Group*

Will Gorham is an Associate Vice President within the Project Development and Partnering Group at Plenary Group. In this position, Will's primary role is to identify and cultivate new projects, serve as the initial contact with public sector clients, and to assemble the optimal project team to successful win and deliver projects. In addition, having developed an understanding of a project's context and related public decision making processes, Will often provides ongoing client relationship, stakeholder management, and strategic insight during the origination, delivery and operations phases of projects.



**Brandon Davis**  
*Partner, Nossaman LLP*

Brandon Davis guides public agency clients throughout the United States on all elements of the procurement, contract drafting and project implementation processes for large design-build and P3 projects. His experience includes representing clients on a range of transportation projects, including highways, bridges, tunnels, airports, rail / transit and buildings. Brandon offers clients a unique perspective on project delivery because he has helped create design-build and P3 programs – including passing legislation – in California, Arizona, Florida, Illinois, Nevada and Utah. Mr. Davis currently represents LAWA on both the Automated People Mover and Consolidated Rent-A-Car Facility P3 projects at LAX.