



**YOUNG  
PROFESSIONALS  
IN INFRASTRUCTURE**

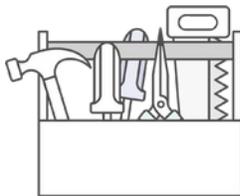
***“Transforming the future of US infrastructure by inspiring, bringing together, and supporting the next generation”***



*Relationship Building*



*Education &  
Career Development*



*Diversity &  
Workforce*



***Professional  
Development***



***Executive***



***Membership***



***Events***



***Education***



***Diversity***

## **2022 Annual Report**

*Prepared by YPI Executive Committee  
January, 2023*

# Welcome

*An Introduction to the Annual Report from the Executive Committee*

## 2022 Annual Report

Dear YPI Members and Friends,

As all of us return from a well-deserved break for the holidays, we are excited to share our 2nd annual report. We are truly proud of what YPI accomplished in 2022. Those achievements were due in large part to the time, expertise, and commitment of you, our members. We also want to acknowledge the effort and commitment of our leadership team and staff support who have been critical to our success this year.

Here are just a few of the initiatives worth highlighting and that are described in more detail in the ensuing pages of this report:

- The Education Committee continued the fellowship program with support of two graduate student's research on broadband infrastructure and affordable housing;
- The Professional Development Committee held several book club events and a site tour of the I-66 Outside the Beltway project;
- The Diversity, Inclusion & Workforce Committee launched a mentorship program to support emerging professionals in their career development;
- The Events Committee held three hybrid/in-person board meetings and seven other networking events throughout the year;
- The Membership Committee improved the onboarding process for new members through more regular outreach, training sessions on how to get involved, and member only happy hours to meet fellow members; and
- The Executive Committee put together a strategic plan guided by an informal advisory board of senior industry leaders who met to discuss the issues at a boardroom session organized at the P3 Hub conference.

As much as we have been able to accomplish this year, we are even more excited for what's in store in 2023. YPI will continue to play a critical role to support the evolution and success of our industry. We know YPI will be in good hands with new leadership in the Executive Committee, led by Anne Rehfuss and Noah Jolley. Thank you for all of your support. We know the organization will continue to **INSPIRE, ENGAGE, and INNOVATE.**

Sincerely,  
Mariana & Judah,  
Outgoing Co-Presidents

# About YPI

*Our vision is to transform the future of US Infrastructure by inspiring, bringing together, and supporting the next generation.*

## Our Community

**35**  
**Member  
Organizations**

**73**  
**Individual  
Members**

**1500+**  
**Total  
YPI Network**

YPI is an industry focused non-profit organization that was founded in 2015 to bring together young professionals across the US infrastructure industry. YPI fosters growth and development through conferences, workshops, networking socials, university lectures, and other initiatives. Since its establishment, YPI has aimed to cultivate a network of leaders across the public and private sectors through relationship building, knowledge transfer, and fostering inclusion.

As a member-driven organization, please reach out via our website or email [general@ypinfrastucture.com](mailto:general@ypinfrastucture.com) if you would like to get involved.

## Leadership Structure

**6**  
**Organizational  
Committees**

### Executive Committee

- Provides the vision and direction of the organization
- Manages the work of the Working Committees
- Develops and manages the annual budget

**156**  
**Committee  
Volunteers**

### Working Committees

- Execute the annual work plans related to events, education, and professional development
- Support the logistical efforts of the organization to achieve program goals

**41**  
**Board  
Members**

### Board of Directors

- Guide the organizational vision and oversee work product / performance
- Elect executive officers annually
- Approve the annual budget and serve as agents of fiduciary duty
- Serve as a key liaison to our members

# Executive Committee

*Focused on driving forward increased diversity within the US P3 industry more broadly and addressing pressing workforce issues nationwide.*

## **YPI Co-Presidents:**

- Judah Gluckman (WSP)
- Mariana Torres (Shikun & Binui)

## **YPI Treasurer:**

- Anne Rehfuss (Citi)

## **YPI Secretary:**

- Zachary Woods (Ares)

## **YPI Committee Members:**

- Noah Jolley (HNTB)
- Wilson Ortiz-Vega (Gallagher)
- Jen Kim (Student)
- Josh Goldman
- Allison Larr (Citi)
- Ali Lauzon (McKinsey)
- Kat Sadeghi (HNTB)

## 2022 Committee Initiatives:

### Executive Strategic Retreat

*In August of 2022 the Executive Committee gathered to discuss the strategic priorities of the organization. These strategic priorities were defined as: **membership engagement, professionalize YPI, and diversify YPI as a reflection of the industry.** The Executive Committee has been actively working towards these goals and will continue to roll out the plans to strengthen these organizational priorities.*

### P3 Hub Boardroom

*In October of 2022 YPI hosted a boardroom session at the P3 Hub conference where **10 high level industry professionals joined as part of an informal YPI Advisory Board.** The boardroom served as an opportunity for members of the Executive Committee to get feedback from this group of distinguished industry leaders on the organization's strategic priorities and other important initiatives including how to best work with our academic partners, additional opportunities for professional development for our members, and how YPI can best support the success of the P3 industry. Thank you to the following participants:*

- Julius Chang, Columbia University
- Ed Crooks, HNTB
- Steve DeWitt, ACS
- Morteza Farajian, USDOT
- Sue Lee, EY
- Sallye Perrin, WSP
- David Spector, KPMG
- Stephen Del Percio, AECOM
- Carol Todd, AIAI
- Jonathan Gifford, GMU



2022 P3 Bulletin Awards

# Professional Development Committee

*Focused on building out initiatives to increase knowledge transfer and professional development of YPI members, including the book club and jobs platform.*

## **Committee Co-Chairs:**

- Kevin MacKinnon (IFM Investors)
- Roberto Alvarado (CDM Smith)

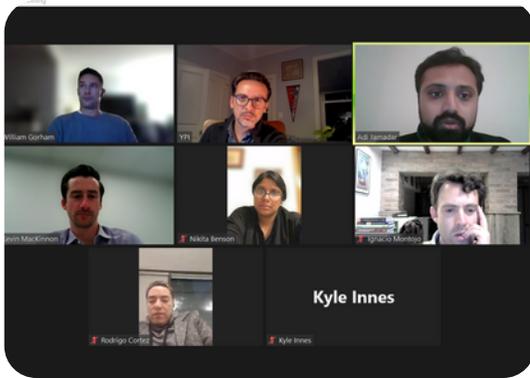
## **Committee Liaison:**

- Allison Larr (Citi)

## 2022 Committee Initiatives:

### YPI Book Club

*The Professional Development Committee continued the YPI Book Club this year with two great reads: **The New Map by Daniel Yergin** and **The Ministry for the Future by Kim Stanley Robinson**. These books prompted thought-provoking and informational discussion between members.*



YPI Book Club

### I-66 Site Tour

*This year YPI members had the opportunity to tour the newly opened **VDOT project I-66 Outside the Beltway**. Members learned about the implementation of the Intelligent Transportation System, shared use paths, and key bridges and interchanges. YPI owes a special thanks to VDOT, project developer I-66 Express Mobility Partners, and the project design-build contractor FAM Construction LLC for facilitating this tour, and our great tour guide, Adi Jamadar*



I-66 Site Tour

# Education Committee

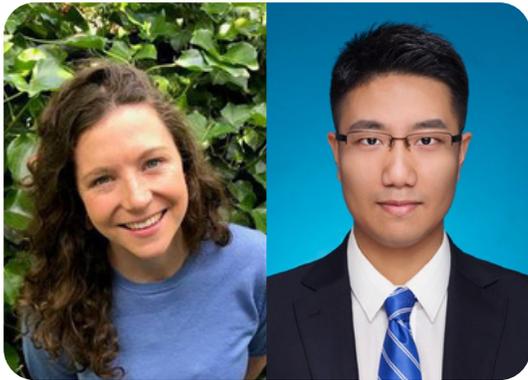
*Responsible for partnership with educational institutions, including YPI sponsored activities, research, and publications.*

## **Committee Co-Chairs:**

- *Matthew Komisarjevsky (JLL)*
- *Allen Farberov (Macquarie)*

## **Committee Liaison:**

- *Josh Goldman*



*YPI Fellows Molly Harris and Yunping Liang*

## **2022 Committee Initiatives:**

### **YPI Fellowship Program**

*In the continuation of the annual YPI Fellowship Program, two graduate students were awarded **YPI Fellowships**. Dr. Yunping Liang, Assistant Professor in Construction Engineering and Management at Concordia University, focused his research on economic and financial issues emerging from sustainable infrastructure development, with the aim to enhance decision-making and to promote the economic, social, and environmental sustainability of infrastructure systems. Molly Harris, a graduate student pursuing a Masters of City Planning at the University of California, Berkeley, researched the commodification of housing, looking at the case of private market rental housing in Vancouver, Canada. By assessing patterns and trends in rental building ownership, this work explores opportunities for mutually beneficial collaboration between the public and private sectors.*



*The Gateway Debate*

### **The Gateway Debate**

*YPI partnered with Columbia University to co-host the Gateway Debate. The fierce yet civil discussion was between two senior officials from the Biden and Trump Administrations. The Honorable John Porcari and the Honorable DJ Gribbin faced off on the role of the federal government in the Gateway project, and more broadly, in infrastructure projects of regional and national significance. At the end of the debate, the room was divided as to who had the last word. But, all agreed it was a worthwhile discussion on an important project that is starting to see progress. We continue to work with our academic partners to provide mentorship to students, research ideas, and partner on conferences and other events. Thank you to our great institutions of higher learning that are helping to develop the next generation of infrastructure leaders.*

# Events Committee

*Focused on the delivery of engaging and thought provoking events and opportunities to meet others from our industry outside the office.*

## **Committee Co-Chairs:**

- Tristan Robinson (Ashurst)
- Brian Shell (WSP)

## **Committee Liaison:**

- Noah Jolley (HNTB)



*June Member Happy Hour in New York*



*ARTBA P3 Conference Social*

## **2022 Committee Initiatives:**

### **Social Events**

*In 2022 YPI sponsored seven in-person events organized around conferences or other industry events. The Dallas P3C conference reception was one of the first in person, large scale events YPI hosted since the pandemic began. Receptions over the course of 2022 were very well attended and provided an important opportunity for YPI members and guests to get together again and network properly, in person. We continue to refine the unsolicited event program and look forward to many more events in 2023.*

### **In Person Board Meetings**

*In 2022, YPI held three of its four Board meetings with an in person option. These meetings took place at P3 Dallas, ARTBA in DC, and P3 Government in DC.*

# Diversity, Inclusion, & Workforce Committee

*Focused on driving forward increased diversity within the US P3 industry more broadly and addressing pressing workforce issues nationwide.*

## **Committee Co-Chairs:**

- Tianyi Yang (EY)
- Raul Sanchez (Cintra)

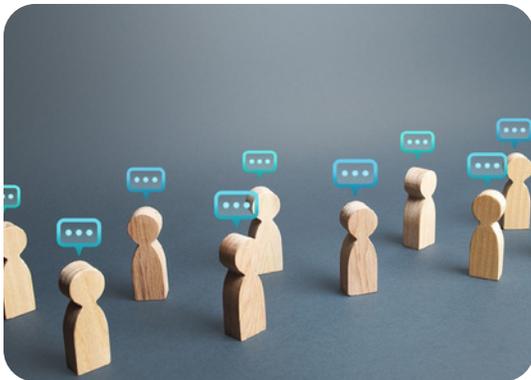
## **Committee Liaison:**

- Jen Kim (Student)

## 2021 Committee Initiatives:

### Community Survey

*In early 2022, YPI collected data on the challenges and opportunities to foster a diverse and inclusive industry through a **member survey**. The survey benefited from a high response rate, providing invaluable insight into the experiences of our community throughout their careers. We distilled preliminary results from the survey responses and will continue to identify lessons learned and actionable items from this exercise in 2023. To boost participation in the survey, we made a significant donation based on the number of responses to the Center for Rural Enterprises and Environmental Justice (CREEJ) which seeks to address health and economic disparities in marginalized rural communities in Alabama and the south through investments in modern sewer and other infrastructure systems.*



*Reception after the Gateway Debate*

### Mentorship Program

*In 2022 YPI rolled out the **Diverse Paths to Leadership Mentorship Program**. This program matched eight pairs of mentors and mentees during a six month period, starting mid-year. The mentorship program was focused on leadership, networking, and industry discussion. We received positive feedback from the participants and hope to continue the program in 2023 and beyond.*

# Membership Committee

*Responsible for driving membership growth (both individual and organizational) and for managing data regarding existing members.*

## **Committee Co-Chairs:**

- Toren Murphy (Gibson Dunn)
- Tim Kennedy (Rubicon Capital)

## **Committee Liaison:**

- Wilson Ortiz (Gallagher)

## **2022 Committee Initiatives:**

### Member Recruitment

*As a result of a long-term recruitment strategy, the organization is proud to report the addition of **2 new organizational members and over 10 new individual members**. Our membership community continues to grow and create greater industry collaboration and professional development.*

### Member Onboarding Sessions

*Over the course of this year, the Membership Committee held **member onboarding sessions** focused on providing general information about YPI and details on the program we offer. These sessions were instrumental to integrate new and prospective members into the YPI community and gain a better understanding on how to get involved in YPI's committee work and activities.*

### Member-Only Events

*The Committee also held several member-only networking events to better get to know each other, learn about what folks are doing in the industry, and brainstorm ideas for future YPI activities and initiatives.*



*August Member Happy Hour in New York*



*ARTBA P3 Conference Social*

## Our New Members



**UBS**

# YPI 2022 Budget

YPI continues to benefit from strong financial support of its members, and is continually seeking ways to better leverage these resources to support our core YPI initiatives and objectives, particularly in person events and supporting educational programs and scholarships. We look forward to continuing our mission of providing excellent programming, events, and services to our members through 2023 and beyond, and thank our members again for their support.

<b>Revenue</b>		<b>2021</b>	<b>2022B</b>	<b>2022</b>
<i>Carry forward</i>		<i>128,904</i>	<i>139,414</i>	<i>139,414</i>
Executive/Standard	New Member	12,500	10,000	2,500
Public Sector	New Member	-	-	-
Individual	New Member	1,000	500	400
Student	New Member	800	200	760
Executive/Standard	Renewal	65,000	75,000	55,000
Public Sector	Renewal	-	-	-
Individual	Renewal	800	1,300	1,200
Student	Renewal	160	120	120
<b>Total Revenue</b>		<b>209,164</b>	<b>226,534</b>	<b>199,394</b>

<b>Expenses</b>				
Administration		32,960	35,000	34,667
Executive Committee & Board Meetings		7,452	10,000	16,051
Events Committee		15,863	25,000	28,033
Membership Committee		-	10,000	-
Diversity & Inclusion Committee		5,025	13,000	1,050
Education Committee		4,950	17,000	4,599
Professional Development Committee		1,825	10,000	-
Insurance		1,675	1,675	1,742
<b>Total Expenses</b>		<b>69,750</b>	<b>121,675</b>	<b>86,142</b>
<b>Excess of revenue over expenses</b>		<b>139,414</b>	<b>104,859</b>	<b>113,252</b>

# YPI New Executive Committee Leadership

The new slate of executive officers was elected at the YPI Board's 4th quarter meeting in Washington, DC. These accomplished leaders from across our industry have already started formulating plans for 2023 and will be reaching out to get your ideas and insights



**Noah Jolley**  
**Co-President**



**Anne Rehfuss**  
**Co-President**



**Anna Nicholson**  
**Treasurer**



**Alexis Rosenberg**  
**Secretary**



**Tim Kennedy**  
**VP of Membership**



**Kathryn Roos**  
**VP of Diversity**



**William Gorham**  
**VP of Events**



**Matthew Komisarjevsky**  
**VP of Professional  
Development**



**Allen Farberov**  
**VP of Education**



**Judah Gluckman**  
**Executive Advisor**



**Mariana Torres**  
**Executive Advisor**

# YPI Member Feedback Survey Results

Earlier this year YPI conducted a member feedback survey to determine where we are best serving our members and where we can improve programs. This survey focused on the overall value our members find in the organization as well as our communication strategies.

When looking at what our members value, the number one response was networking opportunities. This was followed closely by events, community, information sessions, and the YPI job board portal.

Areas where members have suggested improvement are: more events overall, more online events/webinars, more professional development/educational opportunities, and more written materials.

The next part of the survey was focused on communication. Most of our members hear about YPI related programs through the newsletter and our LinkedIn. When it comes to what we are doing well with these platforms, updates on events was the most common response. When looking at where improvements can be made, members requested more industry news and best practices.

We thank all the members who filled out the survey. We will be working to maintain the programs that are working well and improve our services where members identified areas for further growth

# YPI Member Recognition

This year we have had our members do so much amazing work! Here are some of our members that really went above and beyond this year.

The first group that YPI wants to recognize is our membership committee: Wilson Ortiz-Vega (Gallagher), Toren Murphy (Gibson Dunn), Tim Kennedy (Rubicon Capital), and Drew Sussman (Hodes Weill & Associates). This year our membership committee has done a wonderful job recruiting new members, as well as onboarding them to this organization, and holding member-only events.

The second group that YPI wants to recognize is our education committee: Josh Goldman, Allen Farberov (Macquarie), and Matthew Komisarjevsky (JLL). Over the course of this year, this committee did amazing work to expand the YPI Fellowship Program including the YPI Fellowship and Introduction to P3s event that was held for students earlier this fall.

The last group that YPI wants to recognize is our outgoing Executive Committee: Judah Gluckman (WSP), Mariana Torres (Shikun & Binui), Anne Rehfuss (Citi), Zachary Woods (Ares), Noah Jolley (HNTB), Wilson Ortiz-Vega (Gallagher), Josh Goldman (Via), Jen Kim (Student), Allison Larr (Citi), Ali Lauzon (McKinsey), and Kat Sadeghi (HNTB). Thank you so much for all of the hard work you all have done over the last two years.

# Message to the Future

It is with great excitement and gratitude that the new Executive Committee has been elected by our board and entrusted to run YPI.

First and foremost, thank you to Judah, Mariana, and the rest of the outgoing Executive Committee for their dedicated and thoughtful leadership. These past two years were an outstanding demonstration of the resilience of YPI and our ongoing commitment to bringing value to our members and the broader industry. Importantly, we are left with a strong foundation to carry YPI forward, building on all their incredible work while continually seeking new and inventive ways to shape our organization for the better.

We are eager to leverage the increasing sense of normalcy in the world—and build YPI’s momentum over the past year especially—to focus on reengaging our members across the country. We have experienced impressive growth and retention as an organization, and a key focus of this next year will be to bring more members into the fold, increase opportunities and accessibility to our various initiatives and professional development opportunities, and empower our members to take advantage of YPI as a platform and resource to further our core objectives.

There is much work ahead of us, but we are confident in the collective commitment, enthusiasm, and creativity of our fellow Executive Committee representatives and broader YPI members to achieve this.

2023 Co-Presidents Anne & Noah



[www.ypinfrastructure.com](http://www.ypinfrastructure.com)  
[general@ypinfrastructure.com](mailto:general@ypinfrastructure.com)

# Our Members

*A special thanks to our executive members*



## Standard Members



## Public Members



[www.ypinfrastructure.com](http://www.ypinfrastructure.com)  
[general@ypinfrastructure.com](mailto:general@ypinfrastructure.com)