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Q. WHERE AND WHEN DO P3S MAKE SENSE TODAY?

A. Many of the early U.S. P3 projects were toll roads, and the perception remains that P3s and toll roads are almost synonymous. Those projects have a dedicated long-term revenue stream — toll revenues — which lends itself well to the P3 model. But P3s go far beyond toll roads. Arizona delivered a building via P3. Toronto’s Ontario Line subway is a P3. Los

Angeles International Airport’s new automated people mover is a P3.

Generally P3s work best for big or complex projects, or for bundles of projects such as Pennsylvania’s Rapid Bridge Replacement project which bundled multiple bridges into a single procurement. The broadband and electric vehicle




contractors who only build the project, but aren't responsible for long-term maintenance or complex operations, are handing almost all of that long-term maintenance risk back to the public sector.

Owners who explore and analyze risks thoroughly through a risk workshop and VfM analysis can better choose how to allocate and mitigate risk. This further informs the discussion

some research that ultimately led to Arizona passing its own P3 law. I ended up at the Arizona Department of Transportation overseeing the new P3 program — a career path I never expected.

Q. WHAT ADVICE DO YOU HAVE FOR EARLY-CAREER PROFESSIONALS WHO WANT TO GET INVOLVED IN P3S?

A. I think this is a delivery method that is well enough established now that it can be viewed as a career path. The necessary skills can be built on the job and some national organizations provide workshops and training such as the American Road & Transportation Builders Association's P3 Division, which has a young professionals' track at their conference.

Alternative delivery and P3 projects, perhaps even more than standard design-build and design-bid-build, integrate the technical, finance, management, and public engagement components of a project. So whether your interest is in engineering design, project management, infrastructure finance, or communications/public engagement, there is real opportunity in these types of projects. And the inter-connected nature of these projects guarantees a chance to learn a lot of new skills, too. 

About the Author

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About the Article

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