



# PUBLIC PRIVATE PARTNERSHIPS

KNOWLEDGE, ETHICS, DRIVE, & TRANSPARENCY





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## WHO WE ARE

CPM is a Technical Consulting and Project Management firm committed to assist clients achieve their capital project objectives. CPM provides technical advisory services in the areas of Project Management, Project Controls, Infrastructure Consulting, Construction Management, Public-Private Partnerships, Environmental, Health & Safety, Project Planning, and Project Business Analytics, among others. CPM has diverse experience with active presence in the United States and the Caribbean and Latin American regions. CPM proudly serves clients through rigorous planning and a well thought out implementation processes, as well as open and continuous communication and reporting with project owners.

Over **25 years** of experience, allows CPM to offer technical assistance and services across different sectors including but not limited to water and wastewater, industrial and manufacturing facilities, social infrastructure, surface transportation, commercial and hospitality projects and airports.

## COMPANY HIGHLIGHTS

**150+**

EMPLOYEES

**1000+**

PROJECTS SINCE 1991

**\$5.6 billion**

IN AGGREGATE PROJECT VALUE

**50+**

CLIENTS

**80%**

REPEATED  
CUSTOMERS

**80%**

PMP TRAINED  
WORKFORCE

**80%**

OSHA 10-30 HOURS  
CERTIFIED

## OUR PHILOSOPHY

CPM's practices and relationships with clients are guided by our core values embraced through our KED&T Program: Knowledge, Ethics, Drive and Transparency.

Our staff of over **150 employees** is comprised of forward-thinking, results-oriented professionals from diverse fields with proven knowledge and experience in a wide range of projects including public and private developments. Our skilled teams transform project objectives into success stories.







## PROGRAM, PROJECT & CONSTRUCTION MANAGEMENT



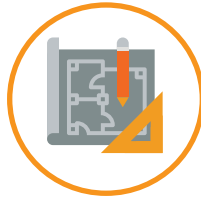
- Design Management
- Logistics Advice & Management
- Pre-Qualification and Selection of Consultants, Contractors and Trade Packages
- Site Logistics
- Permitting Management
- Procurement and Contract Administration
- Safety Management
- Project Controls
- Sustainability/LEED Management

## ENVIRONMENTAL, HEALTH & SAFETY (EHS)



- Early Safety Project Assessment
- EHS Program Developments
- EHS Program Evaluation
- EHS Implementation Program
- Performance Metrics
- Accident Investigation
- Audits and Inspections
- Monthly Reporting
- Safety Training Program

## PROJECT DEVELOPMENT PLANNING



- Feasibility Studies
- Site Assessment
- Budget Preparation
- Design Management
- Detailed Cost Estimates
- Value Engineering
- Permitting Strategy
- Procurement & Expediting
- Constructability Reviews
- Bid Process

## PUBLIC-PRIVATE PARTNERSHIPS



- Project Screening
- Procurement Alternatives Analysis
- P3 Policy and Framework Advisory
- Value-for-Money Analysis and Support
- Due Diligence and Data Gathering
- Risk Allocations
- Construction Cost Estimations
- Operations and Maintenance Estimations
- Procurement and Technical Advisory
- RFQ and RFP Documents Preparation and Evaluation Assistance
- Commercial and Financial Close Assistance
- Project Implementation
- Project and Construction Management
- Project Business Analytics and Visualization
- Capital Improvements Programming
- P3 Contract Oversight

## CONSULTING SERVICES



- Capital Planning and Analysis
- Budget Control
- Feasibility Studies
- Project Screening
- Alternative Delivery Analysis
- Technical Assessment
- LEED Services
- Project Oversight
- Property Management

## PROJECT BUSINESS ANALYTICS



- Data Analysis
- Performance Indicators
- Trends Assessments
- Strategic and Tactical Decision-Making
- Reporting

## AERIAL INSPECTION SERVICES



- Environmental, Safety and Security Inspections
- Infrastructure Inspection
- Traffic Flow Evaluation
- Project Progress Monitoring

## PROFESSIONAL DEVELOPMENT & TRAININGS



- EHS Trainings
- Project Management
- Public-Private Partnerships
- Project Technology
  - Procure
  - Drones
- Infrastructure Projects



# LOCATIONS



CPM currently works across several geographic areas: the US, Caribbean, Central and South America.

RATED BY ENGINEERING NEWS RECORD AS

**#48** Top 50

**PROGRAM MANAGEMENT FIRMS IN  
THE UNITED STATES, 2015**

**#100** Top 100

**CONSTRUCTION MANAGEMENT FOR FEE  
FIRMS IN THE UNITED STATES, 2018**

Ranked Top 100

**CONSTRUCTION MANAGEMENT FOR FEE FIRMS IN THE UNITED STATES SINCE 2007**

CERTIFICATIONS

State of Florida  
MBE Certification  
from the Office of Supplier Diversity



# PUBLIC-PRIVATE PARTNERSHIPS ADVISORY CAPABILITIES

We, at CPM, strongly believe that certain projects can be effectively delivered using procurement methods beyond the traditional design-bid-build model. Alternative procurement methods such as Public Private Partnerships (P3s) expand the spectrum of models by which infrastructure projects can be delivered. Under a P3 procurement, a public owner can deliver a much-needed project in partnership with the private sector where the private partner will take responsibility for the risks that it can best manage. Frequently, P3 procurements allow public owners to transfer to the private sector project risks associated to design and construction, financing, or operations and maintenance of a project.

CPM focuses on providing consulting services to public owners interested in assessing and conducting P3 procurements. As a technical advisor, CPM concentrates on the Engineering-related and technical aspects of the project. CPM leverages its 25 years of experience in technical services to assist public owners in formulating technically and procedurally viable P3 projects.

Building upon its technical experience, CPM's P3 capabilities span across the entire procurement process of a P3 project from project definition and assessment to project award and closing.



CPM's technical and P3 capabilities include, but are not limited to the following services:

- **Project Screening**
- **Procurement Alternatives Analysis**
- **P3 Policy and Framework Advisory**
- **Value for Money Analysis Support**
- **Due Diligence and Data Gathering Assistance**
- **Construction Costs Estimations**
- **Operations and Maintenance Estimations**
- **Facility Management Standards**
- **Procurement & Technical Advisory**
- **RFQ and RFP Documents Preparation and Evaluation Assistance**
- **Commercial and Financial Close Assistance**
- **Project Implementation**
- **Project and Construction Management**
- **Project Business Analytics**
- **Capital Improvement Programming**
- **P3 Contract Oversight**

CPM has experience in a wide range of infrastructure sectors such as educational facilities, public buildings, transportation, aviation, water infrastructure and sports and recreation, among others.



## P3 PROGRAM & FRAMEWORKS



### **P3 Strategic Advisor for the Puerto Rico Public-Private Partnerships Authority**

CPM is presently the main P3 Strategic Advisor for the Puerto Rico Public-Private Partnership Authority (“Authority”). The Government of Puerto Rico has a dedicated PPP entity that is responsible for assessing and procuring infrastructure projects using alternative procurement methods. Presently, the Authority has identified a pipeline of projects across infrastructure sectors that include surface transportation, water, maritime transportation, social infrastructure, energy, and technology, among others. Puerto Rico’s PPP pipeline amounts to \$5 billion to be procured and delivered over the next 10 years.

As P3 Strategic Advisor, CPM has assisted the Authority in the following areas:

- **Enhancements to P3 framework by introducing specific amendments related to unsolicited proposals and pre-development agreements**
- **Refinement to P3 procedures and approval processes**
- **Assessment of alternative procurement framework**
- **Initial Project Screening of projects**
- **Development of guidelines for unsolicited proposals**
- **Revisions to P3 Regulations**
- **Development of investor relations reach out program and strategies**
- **Coordination of two major P3 conferences (Puerto Rico P3 Summit 2017 and 2018)**

In addition to the experience above, CPM has been actively participating in the Florida Council of Public-Private Partnerships where it has developed significant knowledge of P3 ordinances, regulations and procedures for different Florida counties and cities. Part of the team of CPM has also played an active role in conducting workshops to counties and cities and have assisted local governments, on a pro-bono basis, develop adequate P3 frameworks and strategies. CPM combines the expertise of developing frameworks by integrating National best practices together with experience of existing regulations of local governments in Florida.

## SOCIAL INFRASTRUCTURE



### **Miami-Dade County Civil Courthouse**

CPM is presently part of the technical team assisting the Miami-Dade County in formulating and procuring a new civil courthouse in downtown Miami, FL. The project consists in the design, construction, finance, operation and maintenance of a new civil and probate courthouse of approximately 600,000 gross square feet, with 46 finished courtrooms, chambers and all support services. CPM, as part of the project team, has been responsible for estimating operations and maintenance costs for different procurement scenarios for the project.



### **Technical and Master Planning Advisors – Miami-Dade County**

CPM is part of the technical team presently updating the Master Plans for Miami-Dade County's Judicial Circuit-Wide Courts and Correctional Facilities. Miami-Dade County is interested in updating judicial and correctional facilities in order to keep up with changes in demand and ensure new approaches in delivering judicial and correctional services. As part of the technical team, CPM is responsible for conducting facility condition assessments, construction, operation and maintenance cost estimations, assessment of sites for potential future development, procurement alternative analysis. As well, CPM assists the rest of the technical team in formulating strategic alternatives for Miami-Dade County.

## SOCIAL INFRASTRUCTURE



### **Schools for the 21st Century Program \$756 million DBM Program**

CPM served as Procurement Advisor & Program Management Services for one of the largest modernization programs of public schools in the U.S. CPM was selected as technical advisor and program manager by the Government of Puerto Rico to formulate, procure and implement a Design-Build-Maintain project for 100 public schools. This project delivered significant infrastructure improvements that benefitted approximately 50,000 students while generating substantial cost savings.



### **P3 Procurement and Technical Advisor - Student Housing and Parking DBFOM Project for University of Puerto Rico – Mayaguez Campus**

CPM is presently part of the technical team assisting the Miami-Dade County in formulating and procuring a new civil courthouse in downtown Miami, FL. The project consists in the design, construction, finance, operation and maintenance of a new civil and probate courthouse of approximately 600,000 gross square feet, with 46 finished courtrooms, chambers and all support services. CPM, as part of the project team, has been responsible for estimating operations and maintenance costs for different procurement scenarios for the project.

## TRANSPORTATION & AVIATION



### Experience with long-term concession of the Luis Muñoz Marín International Airport

Members of CPM's P3 Practice took an active role in the procurement process that led to the long-term P3 lease of the Luis Muñoz Marín International Airport in Puerto Rico. This is the only mid-sized commercial airport approved under the Federal Aviation Administration (FAA) Pilot Privatization Program in the United States. David Álvarez, from CPM, managed all aspects of the completion of a feasibility report, a competitive procurement process, developing transaction documentation, achieving majority approval from airlines, analyzing non-aeronautical contracts, and establishing effective communications with local press and airport stakeholders, among other tasks.

The process resulted in the selection of a preferred consortium that submitted a winning bid composed of USD\$615 million of up-front payment, an estimated USD\$552 million of revenue sharing and USD\$1,400 million of capital improvements over the life of the lease agreement. This is the only P3 project in the U.S. that covers a full airport. CPM is also familiar with other P3 structures that only focus on a specific terminal of an airport.





**David Álvarez**  
VP STRATEGIC & P3 ADVISORY

Mr. Álvarez is an infrastructure professional specialized on public sector procurements, public-private partnerships (“P3”), and strategic advisory. Presently, Mr. Álvarez serves as Vice President of Strategic Advisory Services at CPM North America PLLC, a technical advisory in the infrastructure and construction sectors with offices in Miami, FL. Prior to joining CPM, David was a Principal Consultant in the strategic consulting group of Parsons Brinckerhoff (now known as WSP), where he was responsible for managing public-private partnership advisory engagements.

Prior to Parsons Brinckerhoff, David served as the Executive Director of the Puerto Rico Public-Private Partnerships Authority (“Authority”), the first centralized P3 government agency in the US. He was responsible for implementing P3 legislation in Puerto Rico and led the first generation of contemporary P3 projects in the Island, which included the largest and first design-build-maintain project for public schools, a long-term concession of toll roads PR-22 and PR-5 and the long-term lease of the Luis Muñoz Marín International Airport.



**Edwin González-Montalvo, Ph.D.**  
P3 SENIOR TECHNICAL ADVISOR

Mr. González-Montalvo is an infrastructure professional with ten (10) years of experience in infrastructure/real asset investment & finance decisions, infrastructure/real asset management, public sector procurement, and public-private partnerships. Mr. González-Montalvo serves as P3 Senior Technical Advisor at CPM. Mr. González-Montalvo is responsible for providing technical leadership associated to P3 engagements in the Caribbean. Presently, Mr. González-Montalvo is working on significant P3 projects in Energy, Maritime Transportation, Social Infrastructure, Cruise Terminals, and Water Infrastructure, among others. Mr. González-Montalvo’s doctoral studies explored governance and risk management mechanisms, fiscal support mechanisms to make projects financially viable, and identification and assessment of innovation in infrastructure projects. Previous to joining CPM, Mr. González-Montalvo worked as research assistant at the Infrastructure Development Initiative at Virginia Tech in Blacksburg, VA, and earlier served as project engineer and aid to the Executive Director of the Puerto Rico Public-Private Partnerships Authority.



**Aida M. Oquendo**  
**SENIOR PROCUREMENT AND TECHNICAL ADVISOR**

Mrs. Oquendo is a seasoned infrastructure consultant with significant government experience. Mrs. Oquendo has twenty-three (23) years of experience in project design, procurement, contract formulation and analysis, technical advisory, field inspection, project formulation and execution. Presently, Mrs. Oquendo serves as a lead technical advisor in CPM's Strategic Advisory and P3 Division. Mrs. Oquendo experience includes relevant positions in key infrastructure Government entities such as the Puerto Rico Infrastructure Financing Authority and the Puerto Rico Buildings Authority, among others. Mrs. Oquendo holds a Master Degree in Architecture and a Bachelor in Science in Environmental Design.



**Eduardo Torres, P.E.**  
**ENGINEERING & TECHNICAL ADVISOR**

Mr. Torres is a Professional Engineer with seventeen (17) years of experience in construction projects for the private and government clients. Mr. Torres has been responsible for the management of commercial, residential, institutional and public infrastructure projects totaling over \$250 million of investment. Currently, Mr. Torres serves as Senior Technical and Project Manager in CPM taking the lead on engagements in Florida and is part of the technical advisory team serving Miami-Dade County in its New Civil and Probate Courthouse P3 Project. Mr. Torres has international experience having served as a Project and Construction Manager in Panama City, Panama, where he handled multiple social infrastructure and private projects.



**Zaida Roshandel**  
**SENIOR TECHNICAL ADVISOR**

Mrs. Oquendo is a seasoned infrastructure consultant with significant government experience. Mrs. Oquendo has twenty-three (23) years of experience in project design, procurement, contract formulation and analysis, technical advisory, field inspection, project formulation and execution. Presently, Mrs. Oquendo serves as a lead technical advisor in CPM's Strategic Advisory and P3 Division. Mrs. Oquendo experience includes relevant positions in key infrastructure Government entities such as the Puerto Rico Infrastructure Financing Authority and the Puerto Rico Buildings Authority, among others. Mrs. Oquendo holds a Master Degree in Architecture and a Bachelor in Science in Environmental Design.

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