

# Project 2050 Agenda

October 29, 2026

7:30-8:30 AM Breakfast

8:30-8:45 AM Welcome and Opening Remarks

8:45-10:15 AM How Do We Power the Surge?

The data center boom, Artificial Intelligence, and other emerging technologies will drain the current energy sources. The demand for power to energize the future construction industry will be immense.

How will the supply meet the demand? This talented panel will address potential resources to meet the construction industry's future energy demand.

**Speakers:**

**Douglas Mouton:** Mouton Advisory Services LLC.

**Michael W. Kolodner:** Marsh & McLennan Companies, Inc.  
Chair, U.S. Energy and Power Practices

10:15-10:45 AM Networking Break

10:45-12:15 PM Ghosts of Projects Past - The Past, Present, and Future of Project Delivery

This panel will discuss how project delivery methods have evolved over the past 25 years, both domestically and internationally – focusing on what has worked and what has not for various sectors of the construction industry. The Panel will highlight the use of common delivery methods (EPC, Design-Build, Integrated Project Delivery, P3, CMAR, and traditional design-bid-build) and how they have fared across sectors, as well as the headwinds (or tailwinds) to their continued use. The Panel will also discuss new delivery methods to consider, or existing methods to tweak or further develop, to support project success over the next 25 years.

**Speakers:**

**Howard Ashcraft:** Hanson Bridgett, LLP

**Keith Molenaar:** Dean and K. Stanton Lewis Professor, College of Engineering and Applied Science, University of Colorado Boulder

**Michael Shapiro, P.E.:** Michael S. Shapiro Consulting, LLC

**Patrick J. O'Connor:** POConnor ADR LLC (Moderator)

12:15-1:15 PM Lunch

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| 1:15–4:15 PM | <p><b>Building the Future Jobsite: Automation, Innovation, and Impacts on the Construction Workforce</b></p> <p>This session explores how the construction industry is rapidly evolving from basic digitization to a fully integrated model of automation and industrialized delivery, driven by technologies like agentic AI, digital twins, robotics, and modular construction. It focuses on how these tools are no longer standalone innovations but are now connected across the entire project lifecycle—reshaping how work is performed, shifting tasks toward higher-value decision-making, and raising the need for stronger digital and data literacy across the workforce. The discussion provides a practical, cross-disciplinary roadmap for understanding how these technologies work together, where they create value, and how they introduce new legal, operational, and workforce risks, particularly if contracts and governance structures do not keep pace. The presenters will also discuss the impact of innovation and technology on the future labor force. Ultimately, attendees gain a clear view of what is already in use, what is emerging next, and how to adopt these innovations strategically while managing risk and improving project outcomes.</p> |
| 1:15–1:45 PM | <p><b>Introduction Industry Insight: Why Construction is Changing Now</b></p> <p><b>Daniel Ahmoye:</b> Partner, McKinsey &amp; Company</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 1:45–2:15 PM | <p><b>Start-up Demonstrators</b></p> <p><b>Megan Lantz:</b> CEO, Formative 3D<br/> <b>Dr. Sarah Buchner:</b> CEO, Trunk Tools<br/> <b>Michael Pink:</b> CEO, SmartPM</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 2:15–2:45 PM | <p><b>Networking Break</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 2:45–4:15 PM | <p><b>Innovation, Technology, and Industrialization: Impacts on the Industry and the Labor Force</b></p> <p><b>Speakers:</b><br/> <b>Jim Lynch:</b> Former SVP and general manager, Autodesk Construction Solutions<br/> <b>Mirosław J. Skibniewski:</b> Professor, University of Maryland<br/> <b>Anthony Younan:</b> Vertical Market Head (VP) Industrial, Siemens Americas<br/> <b>Nicholas Robinson, P.E.:</b> Engineering Director, Carbon Capture, Kiewit Power<br/> <b>James Cooper, P.E.:</b> Senior Vice-President and Global Director, Water, Arcadis</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

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|--------------|--------------------------------------------------------------|
| 4:15–5:15 PM | Breakout Session Among Attendees Discussing Afternoon Topics |
| 5:15–6:30 PM | Welcome Reception at National Academy of Sciences Building   |

## October 30, 2026

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| 7:30–8:30 AM | Breakfast                                                                         |
| 8:30–9:45 AM | The Impact of United States Industrial Policy on the Future Construction Industry |

This session will examine the evolving trajectory of United States industrial policy and its anticipated impact on the construction industry over the next 25 years as federal and state governments increasingly employ policy measures to incentivize domestic manufacturing, supply chain resilience, clean energy transition, and infrastructure modernization. Recent legislative frameworks and targeted incentives are already reshaping investment patterns and construction across key industries such as semiconductors, energy, transportation, and advanced manufacturing, and this session will address how the construction industry has been and will be both a beneficiary and a bottleneck as this transformation continues. It is impossible to discuss industrial policy without exploring how the ever-changing United States political landscape poses challenges to implementing a consistent, long-term industrial policy, but this Session will identify strategies that are less vulnerable to political change. Ultimately, the Session will provide a forward-looking analysis of how coordinated industrial policy could reshape the physical and economic landscape of the United States, positioning the construction industry as a pivotal player in promoting national competitiveness, resilience, and sustainability through mid-century.

### Speakers:

**Mike Schmidt:** Griswold Center for Economic Policy Studies at Princeton University

**Johanna Nesseth Tuttle:** Vice President, U.S. Government Affairs at Bechtel Corporation

**Glenn Grimshaw:** National Governors Association Program Director for Infrastructure

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| 9:45–10:45 AM  | Breakout Session Among Attendees Discussing the Impact of U.S. Industrial Policy on the Future of the Construction Industry |
| 10:45–11:15 AM | Networking Break                                                                                                            |

11:15-12:30 PM

## The Future of Claims Avoidance and Resolution

Unresolved claims and disputes continue to impede projects and can cost millions in unrecoverable costs, as well as the diversion of expensive resources for long periods of time even after the project concludes. This panel of esteemed representatives from three of the largest dispute resolution providers in the world will address cutting-edge dispute resolution and avoidance techniques that are either already being implemented or are under development to address the ever-growing concerns in the industry about the cost and distraction of ongoing disputes and extended dispute resolution proceedings.

### Speakers:

**Bridget McCormack:** President, American Arbitration Association

**Thomas J. Stipanowich:** JAMS Mediator and Arbitrator; retired Professor, Pepperdine Caruso School of Law

**Marek Krasula:** Director, Arbitration and ADR, North America, ICC Dispute Resolution Services

**Adrian Bastianelli:** Peckar & Abramson, P.C. (Moderator)

12:30-12:45 PM:

## Closing Remarks



The Fred Kavli Auditorium is a premier event space located within the historic National Academy of Sciences Building in Washington, DC.

Scan the QR code for  
more information and to register.

